enhancing innovation through learning

Naumi Sithole
finding a solutions to health sector problems

INTERNATIONAL CITIZEN CONVENIENCE – UK PROBLEMS AND SOLUTIONS

DEBATE IMPROVING PUBLIC ORGANISATION BY LEARNING FROM SMART PRACTICES

CASE STUDY HOW THE NDLOVU CARE GROUP IS USING A HOLISTIC APPROACH TO CARE FOR RURAL COMMUNITIES
The Centre for Public Service Innovation (CPSI) was established in 2001 by the Minister for Public Service and Administration. It is a Government Component established in terms of the Public Service Amendment Act of 2007. The mandate of the CPSI is the development of innovative, sustainable and responsive models for improved service delivery. The work of the CPSI is guided by an understanding of innovation as “applied creativity that is contextually relevant”.

CPSI acts as a facilitator for the unearthing, developing and implementation of innovative ideas within and throughout the public service. The CPSI’s cross-sector reach allows it to act as a resource for the whole government, crossing institutional boundaries.

CPSI identifies, supports and nurtures innovation in the delivery of public services. It does this by facilitating pilot projects aimed at demonstrating the value of innovative solutions, and through activities aimed at creating an enabling environment within the public sector to support and sustain innovation.

Through active research and knowledge management, the CPSI identifies and shares lessons and information on innovation trends nationally and internationally. The CPSI works in partnership with a range of individuals and institutions in government, business and the community in exciting and mutually beneficial ways. This partnership allows the CPSI to leverage financial and/or intellectual capital in support of its vision.

CPSI is guided by the following fundamental principles
• Partner with sectors – Sectors play leading role, noting that the CPSI does not deliver services.
• Demand-driven: innovation with a purpose – Respond to identified service delivery challenges.
• ICT as an enabler – Exploit the power of technology in its operations, noting that innovation is both ICT and non-ICT.
• Originality/newness rather than duplication.
• Knowledge sharing and learning.
• Equity and inclusiveness – Leverage resources from multiple sources and partners (against preferentiality).

Good talent and innovation come in all colours, gender, religions and disciplines.

Our Vision
Solution-focused developmental public service

Our Mission
To unlock innovation in the public sector and create an enabling environment for improved and innovative service delivery.

Our Mandate
• To provide the Minister (and his portfolio) with independent, diverse and forward-looking research and advice on innovative service delivery.
• To create a climate in which innovation is prized, encouraged and rewarded.
• To enhance public service transformation and reform through innovation partnerships and projects.
• To support the creation of an enabling environment for innovation within the structures and agencies of the South African government (encouraging, learning and rewarding).
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the Pocket Guide to Innovation in the Public Sector
The new kid on the block has arrived. *Ideas That Work: The Public Sector Innovation Journal* promises to contribute immensely to the body of knowledge on innovation in the public sector.

The purpose of this journal is to establish, produce and sustain an appealing, top-level, informative and popular learning tool that will sensitize the target audience to a broad range of issues pertaining to innovation in the public sector.

The urgency to deliver services efficiently, effectively and economically to all citizens in South Africa brings major challenges to public sector managers across the country. The situation is exacerbated by immense backlogs, budgetary constraints and demands for effective operational processes and knowledge economy, including developments around information technology.

This requires finding better solutions to problems, and gaining access to mechanisms for accelerating and maximising the delivery of services to the citizens of the country.

There remains a strong business case to innovate for effective service delivery and to learn from best practices. Innovating and learning from one another thus becomes an imperative and a periodic publication provides such a platform for enhancing innovation through learning.

**Broad objectives**
- Publicise and entrench the culture of innovation by covering issues and opinions relating to public sector innovation;
- Serve as a learning tool for managers in the public sector through coverage of innovations (case studies);
- Provide managers with a forum for engaging on issues that impact on innovation in the public sector; and
- Furthering the overall understanding of public sector innovation by profiling various innovators who are at the coalface of service delivery.

The journal will endeavour to publish original papers, articles, reviews, case studies and conference papers. Special editions that focus on a particular sector will be published from time to time.

Content will be sourced from practitioners in both the public and private sectors, including experts from academic institutions. Although emphasis will be on local material, content from international contexts will also be featured.

The editorial team ensures that the quality of the articles in the journal remains high.

**Target audience**
The journal will be published twice a year on-line and in hard print with the following target readership in mind:
- All public servants across ranks;
- Public service and administration students and academics;
- Private sector organisations who have interest in and are relevant to the public sector;
- Donors and embassies;
- Politicians and policy makers;
- Non-governmental organisations; and
- The media.

On behalf of the editorial team, I invite all public servants to take ownership of this journal and contribute their articles and papers so that we can build a diversely influenced repository of innovation knowledge. Embrace this by robustly engaging the content herein and give us feedback. I look forward to your contributions in the next editions.

**In this edition**
In this first edition of the journal we have included contributions on issues such as service delivery models, the National Innovation System of South Africa and leadership for innovation. We feature articles on real innovations that have been implemented – the Pulamadibogo Primary School project and Ndlovu Trust, amongst others.

We also meet the innovators unearthed by the CPSI’s innovation awards programme: Naumi Sithole, a pioneer of innovations in the health care sector and Ms Phuti Ragophala, the principal of an innovative primary school.

Enjoy your first edition of *Ideas That Work.*

By Dumisani Mphalala
It is indeed my pleasure to present to you the inaugural edition of the Public Sector Innovation Journal, aptly named “Ideas That Work” another milestone in the CPSI footprint. The CPSI has come a long way in developing various knowledge management products. To name but a few: the Future Watch series, Innovation Insights and Case Study Series. The time has come to now consolidate their knowledge products into a comprehensive journal.

Preservation of knowledge is a critical lever for entrenching innovation in the public sector. The journal is but one of the platforms that we provide to ensure that we have an enduring repository of “ideas that work”, thus creating opportunities for learning, implementing replication and diffusion of these ideas.

The journal further provides a platform to develop and nurture innovative ideas that improve service delivery. We believe that through this journal we will be able to create a community of innovators in the public sector and encourage open discussion to demystify innovation for public servants.

It is my hope that this journal will reach as many public servants as possible and that the content will provide you with invaluable information to innovatively deal with service delivery challenges.

As I launch this journal to the public I would like to reiterate some points I made at the 2008 Public Sector Innovation Conference. I find them to be as relevant now as they were then.

We are here in search of ideas that work
There have been a number of changes in the local political landscape and we have also seen the world economy coming under severe pressure.

Although these changes affect all of us differently, none of us is left untouched. In the midst of change there are those that loathe, fear and fight it and then there are those that see change as an opportunity to innovate. We realise that such a time of stress and change is also the opportune time for all to work together for the betterment of our nations.

And as we do so, we should always remember that our competitive advantage relies on our ability and desire to continue to learn new ways of doing things, while being prepared to share.

Our response to the challenges we face compels us to re-visit the way we conduct our business as the public sector and interrogate whether our processes enable us to use resources efficiently, and whether the outputs are effective and sustainable.

Since our aspiration is “a better life for all”, our citizens need to be at the core of this movement.

Let us learn from each other, work together and pull together towards a common goal as partners in innovation, writes the Minister for Public Service and Administration, MR Baloyi.
if we bring together our ideas, knowledge, dedication, skills, diversity and resources, we will free ourselves from the shackles of mediocrity and poor performance

when we plan, design and implement service delivery programmes. This we do to ensure that our interventions are relevant and promote the dignity of our people. And as we march forward we always search for new ideas.

As we have recognised in the past, the most successful nations are those which are able to mobilise different sectors to pull together resources towards building a stronger nation.

In my language, we have an idiom, ti tlhomana mincila, which is used to explain this phenomenon of mobilising different actors to pull together towards building a stronger nation. Translated, it refers to a call to learn from each other, to work and to pull together towards a common goal.

There is huge potential for us to find innovative solutions to serve our people. Let us heed the call to be “partners in innovation” and of course as we do that let’s always remember that we’re in search of ideas that work.

I believe that this is today, ever more important and relevant to us as a nation as well as partners in the global family of innovative nations.

We do realise that our population is diverse in many respects and so are their service delivery needs. Our goal is to have a proactive public sector that understands these needs and has the capacity and resources to respond effectively to their delivery.

We also realise that answers may not always be within government – meaning that there is an important role that the private sector, academia and civil society at large can play. And hence the need for us to have platforms and networks such as this to engage with each other, to build on each others’ strengths and to form strong partnerships.

Let me repeat, ti tlhomana mincila, let us learn from each other, work together and pull together towards a common goal as partners in innovation.

I’m sure you will agree with me when I argue that we are a country that celebrates human rights. It is therefore not unexpected that our people know their rights and that they expect more and more from government. Amidst these ever-increasing and more diverse and individualised expectations, the demands on public servants also mount due to limited resources or ineffective practices.

While the manner in which we operate as sectors is governed by different regulations, we however subscribe to one Constitution as a nation. Let us therefore partner in the development of innovations that seek to:

• promote efficient, economic and effective use of resources;
• ensure a development-oriented public administration;
• be responsive to peoples’ needs; and
• cultivate good human resource management and career development practices.

These are just some of the values enshrined in the Constitution for the public sector.

When I first met with the staff of my portfolio, who are among others responsible for the policies directed at cultivating good human resource management and career development practices, as required by the Constitution, I also shared with them this very same proverb, as I believe that this is the only way to bring about positive change in the public sector, and to help us realise our dream as voiced in the Constitution: ti tlhomana mincila. Let us learn from each other, work together and pull together towards a common goal.

Yes, innovation is not just about clever gadgets and state-of-the-art ICT systems. It is about the people we entrust with this almost sacred responsibility, the responsibility to bring about a better life for all.

If we appoint bureaucrats and administrators and no innovators; if we allow people to keep on doing the same thing but expect different outcomes; if we reward complacency and loyalty but frown on critical thinking and initiative; if we are risk averse and fail to try new things; if we do not learn how to embrace diversity; if we as leaders compete with the people we should be leading and put them down for daring to be more creative and innovative than us, then we will fail our people as we will not achieve the values of the Constitution. Then we may never overcome our challenges.

I repeat, ti tlhomana mincila. If we as a public sector as a whole fail to learn from each other, work together and pull together towards a common goal, we will fail our people. But if we bring together our ideas, knowledge, dedication, skills, diversity and resources, we will free ourselves from the shackles of mediocrity and poor performance.

I have often used the analogy of “supporting each other with tails”. If a colleague needs a tail to be able to achieve service delivery excellence, give him or her that tail, even if it means sacrificing your own tail for a little while. If we adopt that attitude and culture among us, we won’t have to waste our time and energy protecting our backs. Instead, we will be able to invest our precious time and energy in dreaming, being creative and innovative to render excellent and efficient services to our citizens.
The Presidential State of the Nation address in June 2009 emphasised the need to improve service delivery to the South African public. True democracy can only be achieved if all citizens are able to participate meaningfully in social, political and economic processes and exercise their fundamental human rights.

The public sector plays a central role in equipping and enabling citizens for such meaningful participation. The foregoing decade of reform in South Africa has been characterised by strong policy development. The upcoming period needs to consolidate these gains through improved service delivery. This requires a progressive and innovative public sector to meet our citizens’ expectations and demands.

As the Regional Seminar on Mainstreaming Innovation in Public Administration and Governance in African Countries held on the 17-20 April 2006 in Cameroon noted, “Innovation in public administration and governance must be seen as an integral part of the global efforts of democratisation, good governance and economic development. Public administration and governance are the heart of socio-economic development. The performance of the public sector affects the market, the citizens and the politics”.

Innovations in the public services must simplify procedures, enhance service delivery and access to services, reduce the cost of services, motivate public servants and contribute to economic development.

South Africa needs an innovative public sector to sustain the transformation agenda and redress the past imbalances in terms of provision of public services and economic development.

The four main challenges for improved service delivery lie in:

1. **Increasing the quality of service** through better customer service, making it user-friendly, approachable and oriented towards the needs of the user.

2. **Reducing levels of duplication and wastage (Integrated Service Delivery)** by individual departments and spheres of government that

South Africa needs an innovative public service to sustain the transformation agenda and redress the past imbalances in terms of provision of public services and economic development.
as the public sector, we require an innovative monitoring and evaluating system to assist in planning appropriately and pro-actively the delivery of services where the need is dire.

may have offices right next to each other and budget line items paying for exactly the same resources. The huge network of national, provincial and local government exists to serve the same users. Presently, the lack of integration is contributing to user frustration and fatigue by forcing a user to visit various places during the course of their interaction with government. In some cases, this is preventing users from accessing vital services.

3. Increasing the reach and availability of services. Many users travel long distances to access services and find themselves standing in lines for a long time. The large network of government offices is mostly duplicated in the same city centres and towns. Services should be more widely available in underserved areas and smaller towns. This principle is well illustrated in the thinking behind the Thusong Centres which allow for the co-location or hosting of a range of government departments within one building.

4. Maximising the use of ICT (Information and Communication Technology) to deliver services. The public sector has not optimally used ICT to deliver services to citizens. Our investments in ICT need to translate into improved service delivery including the quality and speed of the service delivered. There is still a great opportunity for the public sector to explore the use of mobile technologies in delivering services to our citizens.

On-going improvement in service delivery is a key element of government’s overall commitment to servicing the citizens of the country. This means that models for service delivery may be amended and changed to deliver better services that meet the needs of our people.

The development of innovative service delivery methods is a difficult process, but it has substantial rewards in the success that can be achieved and the meaningful difference that can be made to people’s lives, more so, when these innovative models are mainstreamed within the public sector delivery approaches.

Over the years, the CPSI has rewarded numerous innovative programmes and projects in the public sector through the CPSI Public Sector Innovation Awards. Through this rewarding process, government should mainstream those innovative projects that have a positive impact on our citizens and improve service delivery. The government’s role in this instance would be to:

- create conditions to promote and enable the mainstreaming of innovative projects,
- integrate successful pilot projects into its planning, budgetary and development strategies; and
- provide incentives to involve other partners such as NGOs, CBOs and the private sector.

Over the years, as a country, we have witnessed protests over service delivery in some parts of our country. Despite all the good policies and intentions, we seem to struggle with implementation in some areas of service delivery. In some instances, the challenge lies with our monitoring and evaluation system to allow us to capture the knowledge, experience and impact where we have been extremely successful, for replication in the areas we are still challenged.

As the public sector, we require an innovative monitoring and evaluating system to assist in planning appropriately and pro-actively the delivery of services where the need is dire.

The Centre for Public Service Innovation, in the Public Service and Administration portfolio, is well placed to nurture, encourage and facilitate innovations to improve the delivery of services. As such, knowledge sharing is the critical component of a vibrant and innovative learning public sector. This journal serves as an excellent platform to share experiences, learnings and knowledge on innovative approaches in delivering services to South African citizens.

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INNOVATION MANIFESTO FOR THE PUBLIC SECTOR

In view of the fast changes in the Public Sector environment, the continuous introduction of new technologies and changes in citizens’ expectations, our department declares that innovation shall rule our service delivery and actions. Henceforth:

1. All public servants shall embrace, encourage and nurture innovation at all times. Every decision they make will take into consideration how that decision will affect the innovativeness of the department.
2. Public servants shall adopt more creative behaviour – through training if need be – and demonstrate their creativity to other public servants and to the general public.
3. Public service institutions shall communicate in every possible way the importance of innovation and innovation goals. Such communication shall be both internal and external and target employees and the general public.
4. Public sector institutions shall establish a reasonable budget for implementing radical innovative ideas. The return on the investment of those ideas shall take into consideration learning value and adherence to the principles of Batho Pele.
5. Managers shall ensure that team members have time to be creative and understand that being creative, which leads to innovation, is a critical component of their job responsibilities.
6. Realising that innovation is the future, public servants shall all learn to greet new ideas with open arms and consider the innovative potential of those ideas. Rather than criticise new ideas, as public servants have done in the past, public servants shall challenge those who propose new ideas to improve them and to make them more innovative.
7. No employee shall ever be reprimanded for sharing an idea with others in the department, even if the idea seems preposterous. There must be an understanding that one employee being scolded for sharing a silly idea can do irreparable damage to the public institution’s innovativeness. Employees shall be rewarded for their innovative ideas.
8. All public servants shall adopt an idea-management process and system in order to encourage, capture and evaluate innovative ideas from colleagues.
9. Project teams shall be filled with a variety of people from various divisions in order to ensure breadth of creative thought and innovative solutions in all projects.
10. All public servants shall take great pride in their innovativeness and strive to improve it daily.
Now is the time to enhance our efforts to entrench an innovative culture and practice in the public sector, writes Thuli Radebe, CEO of the CPSI.
new processes, methodologies, models, products, services and methods which enhance service delivery.

It is about getting water and other public services to rural and vulnerable communities that are geographically and otherwise disadvantaged and have lost hope; addressing queues in hospitals and at Home Affairs offices; finding more efficient ways of distributing social grants; integrating poverty alleviation with service delivery; developing communication gadgets in support of crime prevention; and finding innovative ways of delivering medicine to the elderly to protect them from undertaking long journeys to hospitals and clinics. The list gets very long!

The CPSI and its strategic value

The CPSI was established in 2001 by the Minister for Public Service and Administration, as a Section 21 entity. It was re-launched on 1 April 2008, as enacted by the Public Service Amendment Act of 2007, as a government component. This is a new corporate form that sits closer to, but outside, departments, with a sufficient level of autonomy and with less governance complications (as was the case with the Section 21 model).

It enables departments to address specific service delivery challenges. The model is supported by international good practices (from countries such as Egypt, US, UK, Italy and Canada) which show that all successful entities driving public sector innovation sit at arms length from government departments.

The CPSI is thus an important facility for the whole of government, with DPSA as its principal department which provides support on a shared services basis. Importantly, it is not to duplicate the functions of any department or that of the principal department but to enhance their capability and focus. The strategic value of the CPSI is in the following arguments:

- The CPSI is mandated by the Public Service Act, referred to above, to form cross-sector partnerships. It is true that the challenge of turf, territorialism and silos is still prevalent in our public sector and CPSI’s status, location outside a government department and the accrued autonomy, facilitate collaboration across sectors, including the private, NGO and academic sectors.
- The CPSI is able to facilitate and mobilise donor funding and serves as a platform for private sector companies to contribute to and support the priorities of government through their social responsibility budgets. Private sector and other development donors are comfortable with funding the testing and piloting of innovative service delivery solutions but need a partner like the CPSI to be the catalyst in facilitating and managing projects with the recipients of these services.

CPSI approach

The approach of the CPSI is embedded in a few themes:

Collaborative, responsive and proactive research and development

The questions to ask are: What informs the solutions we develop or influence? Do we understand and address the fundamental root causes of those service delivery challenges?

A research and development programme has been designed, firstly, to sharpen and deepen our interventions by digging for root causes of those challenges. This requires collaborative investigations to confirm the nature, severity and extent of the challenges and, importantly, to differentiate whether it is a policy failures or a policy implementation failure in each instance. They also explore the suitability of solutions and models that have been developed elsewhere to ensure there is no re-inventing of the wheel.

Secondly, this programme ensures that we do not only become responsive by addressing current pressing matters that are easily identifiable but also become pro-active by assisting our partner departments or sectors to anticipate future challenges.

Thirdly, the programme ensures the ability to consult with all stakeholders, particularly and importantly the receivers of the services in our communities to ensure that their challenges and needs are not based on assumption.

Cultivating an enabling environment

There is a world-wide claim that a culture of innovation is lacking in the public sector, for various reasons. There is reportedly a need to change the culture of public servants so that they are not viewed as “mundane and unimaginative” but are seen and experienced as innovative in dealing with service delivery challenges.

There is a grave need to stimulate and support ideas for innovation and their implementation in all our sectors as a way of entrenching the culture and practice of innovation. Of strategic importance is to have effective leadership that nurtures and encourages creativity and responsible risk taking. We have to recognise, acknowledge and award innovation. A very disturbing observation is that many leaders and managers in the public sector stifle innovation originated by their subordinates as they view them as a threat to their positions rather than as valuable resources.

It is equally important to change the mindset of all public servants to ensure that they view themselves as change agents. This requires continuous development of public servants and exposure to modern practices and ideas.

The sense of lethargy has to be addressed and replaced with a self-challenging attitude to constantly review the way they work, their processes and procedures and strive to do even better. As the Minister of Home Affairs asserted on national television, “The attitudes of many public servants need to change.”

The Enabling Environment Programme of the CPSI is tasked with entrenching the culture through various initiatives, including capacity building partnerships and networking platforms, conferences, workshops and awards programmes. We have established partnerships with premiers’ offices to enhance the programme.

Incubation and support

A critical aspect of innovation is the piloting of solutions. Innovation requires breaking with protocol, challenging rules and regulations, and breaking with normality to come up with what is not obvious. There is a need for space to interrogate challenges and potential solutions collaboratively with experts and other stakeholders, away from day-to-day routines in our offices. Officials need opportunities
for dreaming, thinking differently and challenging paradigms.

The CPSI has reserved space to accommodate one or two officials to collaborate on and interrogate their challenges in an appropriate environment. They will also be able to participate in discussions with colleagues in other geographical locations through conferencing facilities.

There is a need for targeted space and resources for testing and piloting. Depending on the type of solution being piloted (model, process, gadget) the CPSI will coordinate such space either at its premises or those of partners. CPSI also collaborates on proof of concept development.

Knowledge repositories are critical for sharing of lessons as well as exposure to best practices. They are the source of ideas to kick-start critical thinking in individuals. The Multimedia Innovation Centre currently under construction at the CPSI, and to be launched in January 2010, will ensure this exposure to global public sector knowledge.

The solution support and incubation programme at CPSI carries the responsibility of providing the space described above and leads on capitalising on the full potential of ICT for both efficiency gains and improved service delivery.

It is for this reason that CPSI has formed partnerships with the Meraka Institute and the SITA Research and Development Unit to ensure that there is a marriage between ICT and service delivery challenges. This is further enhanced by private sector partnerships to facilitate online/electronic public service, making services temporally and spatially more accessible to citizens, as well as to facilitate connectivity.

Value from diversity

It is known the world over that public sector institutions have a zero-failure and risk-unfriendly culture. In the South African context we are governed by the necessary and value-adding PFMA. Whilst the PFMA aims to prevent “wasteful” or “fruitless expenditure” piloting an innovative solution, whether a gadget, a process or model, holds a high risk of failure as it involves testing and trying out until the solution is finalised or demonstratet to be unsuitable. This requires funding for research through trial and error, which private sector partners are happy to provide.

Partners from private, NGO, academic and civic sectors have valuable good practices and lessons for sharing. It is true that there is diversity in wisdom. We talk of private sector drive and entrepreneurship as well as academic rigor and service delivery content which are in the various sectors.

The partnership and stakeholder engagement programme at CPSI ensures that we can celebrate “innovations for mutually beneficial solutions: private innovations to public, public innovations to private”.

Developmental relevance

There have been numerous calls for the public sector to be developmental in its approach so as to support, not inhibit, economic development. Many models are starting to emerge that show that this is an achievable goal. There is a great need to find ways of bringing government services closer to the citizens, particularly the rural communities.

This requires a lot of innovation where distance and impenetrable areas block access to these areas. There are rural communities with a great deal of wealth which unfortunately are lying uncovered or simply dormant because they do not have the resources to unlock it and get it to the markets. Again there is great potential for innovative models to assist those communities.

Cross-sector integration

Attempting to tackle challenges in a silo fashion, where each department claims its turf, has not worked over the years and there is consensus that the integrated nature of the challenges requires integrated models. Breaking down departmental silos and fostering cross-departmental and cross-sphere co-operation and coordination will ensure a holistic approach. The case of Pulamadibogo Primary School (read the article elsewhere in this edition) is a good example of a holistic

Guiding principles:

Demand-driven – responding to identified and clearly articulated service delivery challenges. The research and development component is responsible for ensuring that the CPSI abides by the principle.

Partnering with sectors and multi-stakeholder engagement – CPSI does not directly deliver services. The relevant sectors lead in addressing their specific challenges. Of extreme importance are partnerships that cut across all spheres and sectors of government to address silos that stifle integration and holistic approaches.

ICT an enabler – in order to enhance access for the rural and vulnerable communities, we have to exploit the power of technology in our operations and solutions, noting that innovation is both ICT and non-ICT.

Originality/newness rather than duplication – the crux is in the newness of innovations, not mere duplication and re-inventing of the wheel although adaptation for different environments and replication of innovations are important.

Knowledge sharing and learning for replication – ensuring that resources are not wasted on lessons already learnt and in support of replication where necessary and appropriate.

Embracing diversity – innovation rarely happens in a homogeneous group. Once a challenge has been identified there is a need for a forum of experts to be set up around that particular challenge. The forum is fully representative of all sectors, namely, private, ICT, academic, NGO and public sectors. Various sectors appreciate the non-threatening and non-dominating stance and the level of autonomy. Inarguably, the forum is led by the relevant sector with CPSI as the main partner, to interrogate the challenge, to explore a solution, a funding model for the solution, a potential service provider/s and to address IP issues.

1 Asikhulume (Sunday 2nd of August 2009).
Altruism (re-igniting passion and compassion)

Public sector innovation has to be driven by compassion, a passion for humaneness and for changing lives for the better. If we cannot empathise with the citizen receiving the service and with the frontline public servant, we will not pursue and achieve a holistic view of our citizens’ needs. We have to “find it in our guts to do something about it”.

Conclusion

We have to admit and accept that innovation is the catalyst for speeding up service delivery or bridging gaps in the context of strong and complex demands from citizens. The CPSI is ideally positioned to provide space for officials to be innovative outside the confines and demands of their normal working environments.

I commend the CPSI team that has coordinated this journal for us to engage and share our views and experiences on innovation. I trust that we will all embrace it as another tool for unearthing of innovation and creativity in our public sector, as we strive for “a better life for all”. I look forward to receiving various inputs on innovative initiatives in your institutions for publication in this journal. ✤
The German Technical Cooperation (GTZ GmbH) is currently preparing the tender for the EU-financed project "China-Europe Public Administration".

The German Technical Cooperation (GTZ GmbH) is currently preparing the tender for the EU-financed project "China-Europe Public Administration" (CEPA II) in the P.R. of China, and are consequently looking for a public administration expert with knowledge of the Chinese public administration reform process. Please find below the requirement profiles of the candidates as well as a short project description.

Key Expert 1: Team Leader

- University degree in Public Administration, Public Management, Law or equivalent in related fields (Post-graduate degree in relevant fields is an asset)
- Minimum 10 years of experience relevant to the areas such as experience in public administration reform processes in transitional countries at the level of legislation development and implementation
- Minimum 3 years as Technical Assistance Team Leader in service contracts in transition or developing countries
- Proven knowledge and experience of administrative reform processes in the EU
- Proven track record of managing international teams in projects related to the governance sector, rule of law, public sector development (preferably EU projects)
- Proven knowledge (work or research) of the Chinese socioeconomic, political and legal framework is an asset

Key Expert 2: Human Resources & Quality Control/Management and Performance Assessment Expert

- University degree in Public Administration, Human Resources Management, Business Administration, or equivalent (Post-graduate degree in relevant fields is an asset)
- Membership to an international professional human resource management association
- Minimum 10 years of experience in international projects in the field of human resources management, with experience with public and private sector institutions, with experience in capacity building, training and advising in the field of human resource management
Lydia Phalwane and Keitumetse Ramagogodi introduce the virtual electronic network that promotes the sharing of knowledge and exchange of innovative practices and lessons learned

Access to information and knowledge creation are critical factors of good governance and socio-economic development. The United Nations Public Administration Network (UNPAN) portal offers the SADC region an opportunity to share its information and knowledge with the rest of the world through a web-based portal.

The portal offers a repository of public administration content which is readily available and has become a valuable and free source of information for developing countries, without the added responsibility of maintaining it. The portal has assisted developing countries change from being “downloaders” to “uploaders” of information, thus enhancing the culture of “telling our own stories” and sharing best practices with the rest of the world.

What is UNPAN?
UNPAN is a virtual electronic network that promotes the sharing of knowledge and exchange of innovative practices and lessons learned in public policies and management at local, national, sub-regional, regional and international level.

The ultimate objective of the UNPAN portal is to support the development of efficient and effective public administration systems and competency in the civil services, especially in developing countries. The UNPAN portal is the only public administration web-based portal in the world today.

Benefits and services offered
The UNPAN portal provides the users with the following services:
- Online information services, such as information on the UN programmes/projects on public policies and administration, information on good practices, lessons learned and relevant experiences at international, regional and national levels;
- Online training programmes, materials and facilities, free of charge;
- Online advisory services and the UNPAN portal help desk;
- Online conferences/workshops; and
- Online worldwide directories in public administration and finance.

CPSI as a partner and as the Online Regional Centre
The portal is managed from South Africa’s Centre for Public Service Innovation. The CPSI has been an UNPAN partner since 2004.

The CPSI is one of more than 35 UNPAN portal online regional centres throughout the world. As an online regional centre for the UNPAN portal, the CPSI is tasked with content co-ordination in the Southern Africa Development Community region. African Management Development Institutes’ Network (AM DIN) which is also based in South Africa, is responsible for content co-ordination for all Management Institutes in Africa.

The CPSI’s major function is to identify and collect content on public administration and finance from the SADC region (Southern Africa) and upload the content on the UNPAN portal.

To strengthen co-ordination within
the region, the CPSI holds annual regional SADC UNPAN portal workshops and conducts country visits. To date, two regional workshops have been held (in 2008 and 2009) and the following countries have been visited between July 2008 and May 2009: Namibia, Lesotho, Mauritius and Mozambique.

The CPSI’s role is to:
- Co-ordinate the finding of suitable content providers/institutions;
- Enter into content partnership agreements with possible content providers; and
- Market the portal within Southern Africa.

The content for the UNPAN portal covers these broad themes:
- Public policies;
- Constitutional and administrative laws;
- Public sector organisations/civil service development;
- Public sector management issues, e.g. human resource management, information technology management and financial management;
- Public-private sector relations (regulations);
- Participatory governance;
- E-government; and
- Knowledge management systems.

Invitation to provide content
We invite all spheres of government, public administration practitioners, non-governmental organisations, community-based organisations, media houses, government information officers, etc. from all corners of the SADC region to provide content for the portal covering the following types of information:
- Analytical reports;
- Best practices on public administration;
- Bibliography of public administration;
- Public administration events;
- Case studies;
- Conference papers and related documents;
- Country profiles;
- Legislation;
- Major developments and trends;
- Manuals/tools/guidelines;
- Related websites;
- Serials;
- Statistical databases;
- Technical project highlights; and
- Training and related documents.

Users of the portal
Public administration practitioners, academics, students, journalists, politicians, business leaders, NGO managers and members, political parties, donors, development practitioners, economists, embassy personnel, UN, AU, CAPAM, etc.

This portal must be seen as a means to enhance public administration and finance knowledge management for the benefit of Southern Africa as a whole. Access to the UNPAN portal is free.

Contact details
Should you want to provide content to the portal or if you have further enquiries on UNPAN, kindly contact the CPSI at:
E-mail: unpan@cpsi.co.za or Lydia.Phalwane@cpsi.co.za
Website: www.unpan.org or www.cpsi.co.za
Tel: 0860 002 774

CPSI scoops special UN award

The United Nations Public Administration Network (UNPAN) has honoured the Centre for Public Service Innovation (CPSI), for Member Excellence for Knowledge Management in the Africa Region. The CPSI is one of more than 35 UNPAN partners in the world and one of eight in Africa, responsible for the SADC region.

The Special Award for UNPAN Member Excellence for Knowledge Management was established by the United Nations Department for Economic and Social Affairs through the Division for Public Administration and Development Management. This special award was presented by the Secretary-General of the UN, Ban Ki Moon at the United Nations Public Service Day ceremony, which took place on 23 June 2009 at the United Nations headquarters in New York. The UN award is the most prestigious international recognition in the public sector arena.

The CPSI was represented by the CEO of CPSI, Thuli Radebe, Professor Solly Mollo from the Ministry for Public Service and Administration, Lydia Phalwane and Keitumetse Ramagogodi, both of CPSI.

The following criteria were used to determine winners of the award:
(i) Sharing relevant news, documents, events, resources, and contact information in the area of public administration on regular basis.
(ii) Recognising intellectual assets throughout intra-organisational and inter-organisational levels. Specific indicators include but are not limited to senior management support of knowledge sharing, learning and other desired knowledge management behaviour, as well as promoting knowledge sharing through the UNPAN portal on a day-to-day basis.
(iii) Participating in and contributing useful content to UNPAN workshops and other online and offline tools.
(iv) Overall performance on knowledge management.
- Number of documents, news, events, resources and announcements contributed;
- Number of documents in the “Top 200 downloads” as per the UNPAN Progress Reports;
- Number of online training courses the UNPAN member has contributed to or was involved in; and
- Total number of learners registered to the online training courses from the UNPAN member and their feedback about the courses.
Furthermore, activities of UNPAN members were assessed quantitatively and qualitatively based on the criteria listed above. The number of submissions by each member to the UNPAN databases were verified for quantitative analysis, while feedback from UNPAN users on UNPAN members’ contributions as taken into consideration for qualitative analysis.

In addition, staff members that work closely with UNPAN members were interviewed in order to complete the qualitative analysis. After careful consideration and consultation with the respected Committee of Experts on Public Administration (CEPA), three UNPAN members were selected to receive the 2009 Special Award for UNPAN Member Excellence for Knowledge Management:
- The Centre for Public Service Innovation from the African region;
- The Institute of Public Administration in Central America from the Latin American region; and
- The Regional Cooperation Office for City Informatisation from the Asia-Pacific region.

The CPSI is humbled by this recognition and will endeavour to sustain the excellence in co-ordinating the UNPAN portal in the SADC region.

For more on formation on UNPAN and CPSI visit: www.unpan.org or www.cpsi.co.za

For more information contact: Lydia.Phalwane@cpsi.co.za or Tel: +2712 6832800 ✤
What, for you, is meant by innovation?
As a public servant, innovation to me means finding a solution to a problem, despite the challenges of limited resources and budget.

What makes you tick as an innovator?
Problematic areas in the public health sector that require panelbeating (change management).

What innovations have you been responsible for in the public sector and describe them briefly?
My first innovation was at Natalspruit Hospital in 2001, where I worked in the paediatric wards as a physiotherapist. I noticed that there were children who were always being readmitted to the hospital with uncontrolled asthma even though they were attending asthma clinic on monthly basis. I started to visit the asthma clinic to see how these children were managed and noted the following weaknesses.

Patients were not compliant with their scheduled monthly follow-up to the clinic and correct use of their asthma medication. They also did not know/understand their condition. There was non-availability of asthma guidelines at the clinic, which meant that one patient would be managed differently with each visit, even though he/she presents with the same symptoms at the clinic.

Solution:
The weaknesses at the clinic were shared with all the relevant stakeholders and we benchmarked with various hospitals. We embarked on an education programme for all asthma patients and we developed educational pamphlets that the patients could use at home as a reminder. The educational pamphlets were in the language used by the community that we served.

We used Coke bottles as a spacer to administer the asthma sprays (inhalers) to babies and young children as they could not coordinate their breathing. The hospital did not have a budget to buy spacers for this category of patients hence they were not compliant in using their medication.

We further conducted a study in primary schoolchildren, when we realised that there were a number of children who were visiting the asthma clinic complaining about coughing and shortness of breath each time they engaged in sports even though they were not diagnosed with asthma.

Five hundred children were selected from various primary schools in Thokoza to determine the prevalence of exercise-induced bronchospasm. The prevalence rate of 7.2% was found in children between the age of nine and ten years old. This meant that these children would avoid sports from their childhood into adulthood and it would affect their lifestyle if not managed medically. All the children who presented with asthma symptoms when they were exposed to six minutes of exercise were referred to the relevant institution for medical management. The study was a success and the results were shared with the Department of Health at their annual research conference where it won first prize.

In conclusion, adequate education of patients about their condition and correct use of asthma medication has resulted in patients’ compliancy improving and less readmissions to the paediatric wards.

What accolades have you received for your innovations?
October 2001: Won Khanyisa award for asthma project at Natalspruit Hospital.

July 2002: Won the second prize for research in Region B.

September 2003: Won CPSI Public Sector Innovation Award for the asthma project, awarded by the Minister of Public Service and Administration.

October 2004: Second runner up for Khanyisa award for the pressure sore project at Chris Hani Baragwanath Hospital.

September 2005: Appointed as a public sector innovation ambassador by the Minister for Public Service and Administration.


December 2008: First runner-up for effective and efficient pharmacy project in the CPSI Public Sector Innovation Awards.

July 2009: Published an article for effective and efficient management of pharmacy, focusing on long patient queues. Africa Nursing Practice Review.

Professional background
- Bsc (Physiotherapy) from the University of Limpopo (Graduate): 1993 –1996
- Msc(Physiotherapy) from Wits University (Graduate): 1999 –2003
- Diploma in Asthma from the National Asthma and Respiratory Centre (2001) (UK)
- Hospital Management course at Wits University August – October 2006
- Currently studying advanced diploma in project management at Cranefield College.

How do you see the future of innovation in the public sector?
Public sector is a learning organisation, i.e. one is given the freedom to explore any strategy that will bring about change that will meet the organisation’s vision and mission. Establishment of a fund to support innovation in the public sector would be a plus for those who are passionate about innovation.

Describe an ideal environment for innovation in public sector organisations.
- Open and frequent communication is required for high performance teams to function effectively and efficiently.
- Make learning part of the vision and mission of the public sector, not forgetting investing in learning.
- Create an environment that encourages free flow of ideas across organisational boundaries. This usually happens when a climate of trust is created in the organisation through transparent communication.
- Explore new ideas, processes and structural arrangements.
- Encourage benchmarking, to adopt the best practice in other organisations nationally, internationally.
- Availability of funding for benchmarking will be handy as currently we utilise funds from our salaries or through availability of sponsorship).

Explain the project that led to the Helen Joseph Hospital pharmacy winning an award from CPSI.
We were well known to the media with a high number of patient complaints due to long queues, which led to decreased patient access to medication. The aim of this project was to establish a quality management tool and determine factors contributing towards poor service delivery, in particular long patient waiting times.

The project was started as a departmental decision to improve service delivery to the community. The project was started in 2006 in accordance with project Tokiso, whereby it was decided that the infrastructure was in need of repair and renovation but infrastructure alone could not reduce patient waiting times and customer satisfaction.

In September 2007 the pharmacy renovations were complete and it was time to develop the processes to improve service delivery. The project was aimed at improving delivery of medication to the wards, clinics and reduction in patients’ waiting times.

The community experienced the improvement as there was a dramatic decrease in waiting times from six to eight hours to less than two and all patients are being seen on a daily basis. Previously patients were being sent home and could return to the hospital three days in a row for their medication.

We in addition decided on approaching old age homes and churches in order to decrease the time elderly people wait for medication. We are therefore prepackaging the medication which is collected on behalf of the aged by a nursing sister on a monthly basis.

Meanwhile an outreach programme for the aged and the disabled has been extended to the community by dispensing pre-packaged repeat medication at an Anglican church. This initiative started on the 8 November 2008. Again the elderly members of the community do not have to wake up in the early hours to wait in queues for registration and collection of medication, and as the medication is pre-packed this shortens the waiting time.

Prior to this initiative some of the old people had mentioned that they had to pay up to R100 to obtain assistance in collecting their medication. The outreach programme translates to a huge financial saving and this has the beneficiaries of this programme extremely excited.

At the same time having medicines dispensed at the church provides some members with the convenient opportunity for spiritual enrichment, if they so wish to see their minister at the church, while collecting the medication.

establishment of a fund to support innovation in the public sector would be a plus for those who are passionate about innovation
We were faced with the challenge of short staffing due to a shortage of pharmacist nationally. In order for the old age home project to be a success we approached Wits university to help us with students, we managed to get six students to assist us in the afternoons. This project was made in partnership with patient affairs.

Conducting operational research with the aim of effectively managing the poor service delivery as expressed by patients was innovative. The study assisted us to measure the extent of our challenge with regard to long patient waiting times, to determine patients’ expectations and to determine the contributing factors to poor service delivery.

We further benchmarked in other hospitals and reviewed literature in order to gain knowledge in other provinces. This dynamic quality management tool was effective as it enabled us to continuously monitor and evaluate the improvement in the service.

Due to repeated reports of lost files during follow-up meetings with the old age home regarding the effectiveness of the outreach, we developed a quadruplicate prescription form which can be used for five repeat medications. One copy of the form is retained in the pharmacy, a second copy is given to the patient, the third copy placed in the patient’s file and the last to be used for down referrals to the clinics.

In this way patients can access medication from the pharmacy without having to wait for retrieval of their file when they do not need to also see the doctor. This intervention reduced patient waiting times by reducing the registration procedure as the part for drawing the file is eliminated.

A plan to implement the prepackaging of repeat medication of patients at the hospital pharmacy was prepared in November 2008, as we supply approximately 50% of daily pharmacy patients with repeat medication. The pharmacy also supplies patients with double repeats.

The above two strategies for reducing patient waiting times further were implemented from January 2009 and their effectiveness is continuously monitored. Patient waiting times reduced to less than one hour, when patients are on chronic medication.

We have further completed an article for publication July 2009, as a platform of information sharing with the broader audience about the success of the project.

The challenge of long queues in the public hospital pharmacy is always publicised by the media. We volunteered to share the Helen Joseph Hospital pharmacy experience with Chris Hani Baragwanath Hospital in April 2009, as they were appearing in the media with bad publicity about long queues at pharmacy. We did a presentation to senior managers, the quality assurance department and pharmacy staff.

Are you currently working on some new innovation?
Yes, we are currently working on a project to improve service delivery in the food service department at Helen Joseph Hospital. We have collaborated with the University of Johannesburg on this project.

The kind of leadership required for innovation?
The effectiveness of particular leadership style depends mainly on the situation and leader’s personality. The following areas are important in leadership:
- Positive attitudes and values especially of senior managers;
- Trust and support of colleagues and subordinates;
- Be an expert or a facilitator for change; and
- Leadership is all about inspiring those around you, constant improvement and keeping innovation as part of our lives.
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Mark Napier, Managing Director, the Centre for Public Innovation, UK, says that it is from open and genuine dialogue between front-line staff and communities that we see the opportunities for innovative practice emerging.

This article sets out to explore the theme of innovation in the public sector from a UK perspective. It seeks to set out problems with regard to innovation that are currently experienced in the UK, showing difficulties that public services have had in developing and successfully delivering innovative, citizen-centred services. Following this, a simple model will be put forward that demonstrates a technique through which innovation can be nurtured and implemented, helping to create citizen-focused services.

Innovation and the UK

In recent years, the issue of innovation and the need to create innovative new services has steadily moved up the public sector agenda. Once solely seen as the hallmark of the private sector, with all government efforts focused on enabling innovation amongst private companies, there has been a growing recognition that innovation also has a key role to play within the state and its many activities.

2007 saw a landmark change in the status of innovation in the UK more generally with the creation of the Department for Innovation, Universities and Skills, a ministry with an explicit remit and responsibility to stimulate innovation in both public and private spheres.

The creation of this central government department was followed in 2008 with the publication of a government strategy paper, “Innovation Nation”, that made plain the government’s plan for innovation, setting out challenging and stretching targets and ambitions for itself with clear implications for every level of government and all aspects of delivery.1

Whilst there is therefore a heightened level of focus and interest on this issue, progress is still very slow. This eagerness for innovation must be seen against the fact of years of inertia and an unwillingness to seek change that is a characteristic of much of the UK public sector.

The difficulties inherent in actually making innovation a reality on the ground and from the citizen’s perspective are neatly encapsulated by the current system in the UK by which new services are developed.

The development of new services for citizens – be they in the domains of health, crime, employment, trans-port, education or housing – are characterised by a focus on process and procedure over and above a focus on what citizens require and the timeliness of the response.

Typically therefore the genesis of almost any new service will involve the following stages:

1. Identification of the problem
2. Collection of data to illustrate the extent of the problem (data collection will often draw upon both quantitative and qualitative sources)
3. Analysis of the data (either by specialist research divisions within the civil service, or outsourced to academic institutions of private companies)
4. Reporting (identification of key findings and an outline of potential responses)
5. Decision-making (a formal response to the reporting stage)
6. Planning (determination of exactly what the nature of the response should be)
7. Delivery of response
Necessarily there are a number of problems with this service development structure. Crucially, the process is very slow – a fact necessitated by the number of stages that are contained within the process.

Whilst speed may not always be of the essence, a slow response does run the risk of letting a problem exacerbate, or at least become entrenched before a response can be activated. The ability to “nip the problem in the bud” is therefore lost meaning that the scale of any eventual response will likely be larger and more expensive.

Given the number of stages involved, the process is also expensive. It draws upon significant numbers of man-hours in its various stages – drawing upon the work of many people to gather, analyse, report and respond.

All of this places a burden on the public purse as each stage either has an explicit cost (for instance, paying organisations to carry out some of the work) or an implicit cost (time spent by staff that could be utilised elsewhere).

Perhaps of crucial importance in the structure set out above is the lack of a citizen focus. The process is not one which puts a focus on citizens at its heart, but sees citizens solely as bearers of a problem which must be remedied on their behalf. They are therefore not involved in either an analysis of the problem (even to determine whether they feel the problem identified is a real and significant one in their lives) or the development of the solution.

The citizen is thus marginalised by the process, only truly being engaged when they are required to become the recipients of the eventual service created. Given this, service development in the UK is currently contrary to a genuine citizen-focused approach.

Citizen-centred services
So if the current style of response sees citizens solely in terms of the locus of the problem, and so as the “client” to receive the service, what would a genuine citizen-engaged model look like? Perhaps it would be easier to describe by setting out what some of the key features would be:
- A system which enables communities to explore and express issues which are of importance to them – to let them identify their own priorities;
- An awareness that communities will use non-technical language to describe their problems, and may therefore find the kind of technical language used by professionals confusing or difficult;
- A means by which genuine dialogue can be fostered between front-line staff and the community – this is based on an acknowledgement that for most people, front-line staff (be they police, health care workers, social workers and so forth) are largely their only point of contact with most government agencies;
- Ensuring that the community and front-line staff become equal partners in exploring and defining problems experienced by citizens.

It is from this open and genuine dialogue between front-line staff and communities that we see the opportunities for innovative practice emerging.

The Government Office for the South West: an innovation case study
The Centre for Public Innovation (CPI) has put into practice a model for community innovation based on the thinking set out above. We have utilised this in several locations across the UK, using it to unpick problematic social and health problems that mainstream service provision has failed to tackle. We offer this as a brief case study to stimulate your own thinking.

The CPI was asked to address the issue of anti-social behaviour for the Government Office for the South West – the branch of central government that leads and coordinates activity in the south-west region of the UK.

Anti-social behaviour is an issue high on the political agenda and involves the kind of behaviours that are borderline or low-level criminal, but which have a disproportionate effect on communities – such behaviours can involve drunken behaviour, rowdy behaviour, vandalism and intimidation.

The south west of the UK is an area characterised by a dispersed population in a largely rural setting, with high levels of unemployment and relatively high levels of poverty.

Working with the Government Office for the South West, we adopted a simple three-step response:
1. Identify the problem;
2. Quickly develop a possible solution; and
3. Implement the solution using a cheap pilot.

The government office allocated a total grant budget of approximately R94 000 to pay for the implementation of pilot schemes. Whilst a large pot of money, the funding arrangements were such that no single project was entitled to more than around R31 000. The intention was therefore to use micro funding for many small-scale, locally based initiatives, that were the product of dialogue between front-line staff and the communities they served.

Through advertising the scheme to community workers, we were able to identify and work with 29 projects in total. Each project was provided with brief training about how to implement
their idea, was allocated a pot of money, then given three months to implement their idea.

A further condition was that the work had to be delivered jointly by front-line workers in conjunction with members of the community, thereby ensuring that citizens were involved in working alongside professionals to improve their communities.

Given the diverse nature of anti-social behaviour, the projects that were funded were diverse - both geographically and thematically. The following list gives a flavour of the kind of projects that were delivered:

- The creation of a lunch club for vulnerable elderly people;
- A project to help integrate migrant families into a local community;
- The development of a local youth council for a small town;
- Engaging young men in a project to promote safer driving;
- The creation of diversionary activities for drug users; and
- A media project aimed at young people looking at issues around gun crime.

Just to reiterate, all projects were set up and delivered in under three months, each receiving no more than R31 000 in funding.

In addition to the impact that the delivery of projects had on the problems identified, the project enabled services and solutions to be developed that were grounded in the lives of citizens, and which reflected their priorities.

Furthermore, citizens were engaged in the delivery of solutions, rather than being just the passive recipients of assistance from the government. Finally, it allowed rapid responses to be developed to social problems as they arose, allowing solutions to be tried and tested quickly.

Implications for South Africa

Whilst the model developed was tried and tested in the UK, the underlying principles are likely to have as much validity in non-UK circumstances. The issues being explored may differ, but it is likely that a citizen-focused response that draws on the idea of communities and engages them in the delivery of solutions is a model that will have as much relevant in South Africa as it does in the UK.

Speaking books address the worldwide issue of low literacy which threatens almost one billion adults and is a life-threatening problem. Globally one in five adults are illiterate, two out of three are women. Low-level literacy rates are concentrated in three regions of the world: South and West Asia, Sub-Saharan Africa and the Arab states. Africa as a continent has less than 60 per cent literacy rate levels.

In terms of health, the consequences of low-level literacy are grave. Patients are less likely to understand medical procedures from physicians and health professionals. They find it difficult to follow or understand prescriptions and their treatment regimen. At health centres, patients may not be able to navigate the health investigation departments, for example, x-ray or pharmacy departments.

People with low health literacy are 12 to 18 times more likely to not understand, ignore or confuse the correct medical treatment and preventative measures, and therefore highly likely to suffer further and put their lives in danger.

The South African Depression and Anxiety Group, in partnership with Books of Hope, designed and produced the speaking book, an interactive, multilingual communication tool that can be understood by the reader regardless of their reading ability.

Pamphlets and brochures seem to be ineffective considering the global illiteracy levels. The traditional way of designing information for rural communities and populations with limited reading abilities is a challenge and will continue to be if communication innovations do not address citizens’ convenience.

The Speaking Book allows patients to listen to the messages and learn at their own pace in the privacy of their own homes in the absence of trained health personnel and support that is not always available in remote areas. These books allow information to be disseminated to even the poorest and most isolated communities.

The tool seeks to empower communities to realise their potential and that their health is their right and responsibility, in the absence of trained
medical personnel and severe lack of resources in the remote parts of the world.

The book is not dependent on electricity or any transmission range, but uses ordinary watch or triple AAA cell batteries, which can be easily accessed even at a rural store. The Speaking Books are user-driven, user-friendly and can be replayed as often as is required to reinforce the messages.

Whilst the focus of speaking books is primarily to benefit disadvantaged communities, home-based care workers, nurses and social workers benefit enormously from a portable teaching tool that ensures the health care messages they are conveying are correct and stay on track.

Speaking book also enables the health care worker to raise difficult and sensitive issues with their patients as together they can listen to the narration, often by a celebrity, discussing the problem and the correct treatment.

Research has shown that typically each speaking book has a multiplier effect and is passed around to many people. One study on home-based care workers who visited households with HIV found that an average of 27 users saw the book and listened to the full message (“Living with HIV doesn’t mean living with depression”).

User comprehension is excellent as shown in a study with a control group that found a 58 per cent increase in understanding among those who had only received a speaking book, compared to the group who received counseling at a full community event who showed a 65 per cent improvement in the ability to identify a peer at risk of suicide and what to do about it (“Teen suicide shouldn’t be a secret”).

To date 33 different book titles have been produced in many different languages (ranging from Amharic, Hindi, Gujarati, English, Portuguese and Mandarin to Swahili, Xhosa, isizulu, Tshivenda, Setswana, Sipedi and Sotho) and on a wide range of topics including linking depression to HIV and AIDS, TB Malaria, Child headed households, Getting your government grant, Prevention of substance abuse, What you need to know about clinical drug treatment, Pediatric immunization, Understanding your mental health, My body my choice, Teen suicide prevention, Caring for you the caregiver, What you need to know about HIV and AIDS, Coping with HIV and AIDS, Safe disclosure, knowledge and hope about your health, Healthy families and Smoking.

A minimum order is 5 000 copies and the publications are sponsored by various donors or partners. The books are issued to the end user free of charge. The distribution depends on the organisations concerned, who have distribution methods in place or done in partnership with national government, local government, hospitals, clinics, schools and trial sites.

The Centre for Public Service and Innovation, in the Department of Public Service and Administration, motivated and supported the entry of the speaking books for the 2008 CAPAM Awards at the conference in Barbados, as an outstanding example of South African ingenuity in creating a unique solution to meeting the challenge of providing critical health care education to low-level literacy communities and people with limited reading abilities in peri-urban and rural communities.

The CPSI and speaking book initiative was awarded the silver prize in this prestigious competition for international innovation open to all members of the 53 Commonwealth countries and representing 1.9 billion people.

CAPAM, the Commonwealth Association for Public Administration and Management, holds a biennial conference attended by heads of government and senior public servants to promote the practical requirements of good governance.

The recent CAPAM Award, together with numerous other international awards, is further confirmation that the speaking book has now been accepted as a well-proven and sustainable communication tool that is revolutionising health communication for people who are unable to read.

The speaking book programme has been endorsed by the World Medical and South African Medical Associations, the National Credit Regulator as well as the Centre for Disease Control, CDC Atlanta Georgia, Acumen Foundation, Johns Hopkins University Centre for Communications programmes, USAID and PEPFAR.

Clients and sponsors have been equally supportive of the speaking book project including the major pharmaceutical companies like Pfizer, Merck, Eli Lilly and Sanofi Aventis, with the European Union, Global Fund and the South African, Mozambique and Swazi governments all being major purchasers of the books.

The speaking book is making a real difference.

“Dearest Speaking Books – You gave me the book on Depression and HIV. I visited one of the patients at my community. Joseph, he is sick. Always he says is better to me to die. Then I went there and try to talk with him. After I take the book out, he said to me why can’t you leave this book with me, the way the book explain messages to me I felt that there are people next to me. Thank you for helping my patients to carry on to live”

– (from home-based care worker).

Websites: www.sadag.co.za
www.booksofhope.com
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Ensuring Better Skills for Better Delivery

Palama is Government’s provider and integrator of training for managers across national, provincial, and local government. Palama is embedded within the public service, and is therefore very familiar with the sector’s training challenges and requirements.

Palama partners with the Local Government Leadership Academy, for example to deliver supply chain management training to all 283 municipalities and in a pilot management development programme, funded by the Netherlands government. The Department of Cooperative Governance and Traditional Affairs has requested Palama to coordinate Monitoring and Evaluation training in metros and district municipalities.

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Service delivery models are a simple yet innovative way to focus minds upon: service delivery planning, implementation, appropriate use of technology, partnering arrangements with internal and external stakeholders, organisation design and performance management.

Although guiding legislation and regulation that promote flexibility and innovation to deliver public services exists, departments still struggle to overcome the rigidity and bureaucratic nature of existing delivery models. This frustrates government employees, stifles innovation and ultimately results in public dissatisfaction.

This sense of realisation and political expectation require approaches to service delivery to be reconsidered. Departments face complex interdependent delivery issues that either lead to unmandated services or limit intergovernmental co-operation.

This is not just a South African problem and has been experienced internationally from developed world perspective.

An initiative to develop a service delivery toolkit for use by government departments was initiated to address the above. Such a Service Delivery Model Toolkit and how it can support managers throughout the public sector is discussed below.

The toolkit was developed around the basic concepts shown in the illustration (App.1).

A framework and supporting toolkit was developed to systematically take a user through the steps (building blocks) of developing or refining the delivery mechanism. The toolkit is populated with the departmental data, results of best practices and market knowledge. The documented mandates, services and modes of delivery are then discussed with the aim of stimulating innovation and effectiveness. The output is a documented service delivery model. Managers are encouraged to assess why they deliver services in a specific way and whether alternative approaches could be considered.

The assumptions made in developing the model as well as the risks associated with the model would also be known and can be managed.

The toolkit consists of five separate but related phases:

Confirm mandates – The toolkit clarifies a department’s mandate and develops the high level services that would need to be provided and document the high level client expectations. It further requires the formulation of risks and assumptions relevant to the mandates which are then routed to an assumption matrix and risk matrix.

Define services – Once the mandates have been verified or amended, the service offering requirements go through a process of assessment. The service offerings are tested against the high level services that were formulated during the mandate analysis stage. Again the risks and assumptions are documented and routed to the risk matrix.

Analyse methods of delivery – In this stage the methods of delivery of the refined service requirements are tested. Issues relating to technology, human resources and process are considered and an emphasis is placed upon
how a department can perform more efficiently and effectively. Innovation is encouraged, intergovernmental co-operation facilitated and partnering arrangements formulated. Lateral thinking is required to actively consider alternative delivery models for the short, medium or long term. Key inputs in this phase are the testing of the methods of delivery against the assumptions. Importantly, delivery methods are therefore shaped around the practical realities that exist.

**Risks and constraints** – Throughout the process, risks and constraints are identified, formulated and documented. Once the process is completed, the risks and constraints of the preferred service delivery model are assessed and corrective action is designed. If the risks and constrains change it may indicate that the model should be revised.

**Planned service delivery model** – The toolkit produces a documented service delivery model. It is now possible for managers to explain and motivate the way in which they deliver their services.

The model is not a solution to all service delivery problems in government but, it provides the following key benefits:

- a) Provides clear focus on how government can effectively deliver against mandated responsibilities.
- b) Focuses upon delivery models that eliminate duplication, inefficiency and waste.
- c) Confirms the support and input required from other inter-governmental agencies.
- d) Encourages the elimination of silo culture.
- e) Stimulates lateral thinking in terms of “how we can do things differently”.
- f) Is scalable and can be applied at any level of the department (i.e. business unit through to national department).
- g) Can be applied equally to core and support processes and functions.
- h) Provides an organised framework for setting or monitoring strategy that is understood throughout the organisation.
- i) Encourages team work and active communication.
- j) Informs annual operational planning.
- k) Informs organisational design initiatives.
- l) Informs performance measurement requirements from an individual, business unit, department and provincial perspective.

It is believed that such a toolkit can significantly assist government to deliver services in a new way. Importantly, the knowledge on how to improve service delivery actually sits with government officials, and this tool is aimed at supporting and encouraging the use of this potential.

The developed toolkit consists of two main sections. The first is a PowerPoint presentation as the basis to document the service delivery model. This presentation will be used by the facilitator to develop the service delivery model. The presentation is supported by templates and information documents (linked to PowerPoint) to assist and guide the user.

The second section is a guide on how to use the toolkit. It guides the user through the process and generates a documented service delivery model as an end product. The toolkit is generic and is aimed at facilitating the development of a service delivery model.

It does not provide specific answers to a department but encourages the users to formulate their own model based on their knowledge and experience. Not all the activities in the toolkit may be relevant to all entities. The user must decide which steps are appropriate for the entity.

As this is a generic toolkit, some users may identify additional activities that are required. This is encouraged and it is also important that such steps, ideas and suggestions be used to enhance the toolkit. The toolkit further provides an opportunity for all levels of government to participate and hopefully stimulate innovation and unlock unused intellectual capacity within the government service.
Fostering innovation in the public sector is increasingly looking like one of the dominant concerns for governments of all hues in the 21st century. A consensus seems to be emerging internationally that to create the kind of change that is necessary to both address the new challenges that we face (such as climate change) whilst ensuring that the old challenges continue to be tackled (such as poverty, health and housing) innovation is perhaps the key.

Some examples of this growing international consensus can be seen for instance in South Africa, where the drive to promote public sector innovation is being led by the Centre for Public Service Innovation, in the UK by the Department for Innovation, Universities and Skills, and in the US by the newly devised White House Office of Social Innovation and Social Participation – each seeking to drive innovation through the public sector in a way that is meaningful for their own countries.

**Defining innovation for the public sector**

But what do we mean by innovation? In discussing innovation we run the risk of creating another empty management phrase that becomes the focus of energy and debate, but which ultimately remains hollow – a concept apparently familiar to all without anyone knowing what it actually is. If we fail to flesh out what we mean by innovation, we can be sure that much energy is expended but to no avail.

Defining innovation is probably worthy of an article in its own right. Given, however, that leaders in the public sector need to get on and make the changes in their organisations to promote innovation, a lengthy discussion about semantics seems inappropriate and better perhaps left to the realm of academe. As such, in this article we posit a very short and simple definition. Our definition of innovation is therefore: “Change that outperforms previous practice.”

Innovation, however one ultimately chooses to define it, must contain the concepts of change and performance. It is these elements that are axiomatic,
Innovation and leadership
Having determined what we mean by innovation, it is necessary to consider the role of leadership in driving innovation forward. Within the private sector, it is accepted that the role of leaders by management function is therefore decisive in promoting innovation and ensuring that it happens. Logic dictates that leadership plays an equally significant role in the public sector. But what should the role of leaders be?

Broadly speaking, there would seem to be two approaches that can fruitfully be adopted by leaders to drive forward innovation. These are:
- Innovation as management function; and
- Innovation as environmental change.

Innovation as management function
Innovation as a management function is perhaps the more traditional of the two approaches. It sees leaders using formal management techniques and organisational levers to enact the kind of change they want to take place. Driving forward innovation by management function therefore involves developing strategies, creating governance arrangements with oversight of innovation functions, setting budgets, creating specific teams, departments or units with innovation functions, changing job roles, creating lines of communication and reporting and setting goals and standards to be achieved.

For this type of leader, innovation is a new activity that can be encompassed within the traditional and standard structures of an organisation. Innovation must cleave to the system rather than the system adapt to meet the demands of innovation.

Innovation as environmental change
The second approach is a very different one and reflects a profoundly different attitude to innovation. Within innovation as environmental change, leaders see their role more along the lines of setting the tone, role modelling for change against the need to protect the citizens that it is there to serve.

Conversely, an approach that fails to take into account the fact that innovation does not sit well within traditional organisational structures and systems is liable to reap very little reward, with innovation quickly becoming an empty gesture that fails to produce meaningful results.

As such, a leader who wishes to promote innovation must learn how to blend the two approaches. The exact nature of the blend will necessarily depend on the context – each organisation will require a different response that reflects the prevailing culture within it.

A brief case study
The importance of leadership with regard to innovation was brought to CPI’s attention during work that we undertook within one of the UK’s 43 police forces. Asked by the police force to help them develop systems to introduce new ideas and identify their innovators, we led a programme of work over the course of several months, bringing together staff and management to generate and try out different ways of working.

When we returned a year later to see how far innovation had taken root, we were surprised to see that there was very little left of our original work. The innovators had disappeared and new ideas were no longer being generated and put into practice.

Our post mortem indicated that the failure to sustain innovation was due in significant part to the lack of ongoing support and engagement by the senior leaders. Following the work undertaken, no additional work to embed the new practices took place, and those leaders who had championed innovation had moved on or had shifted their focus elsewhere. It became clear

regardless of the exact wording one chooses to adopt. Thus, change that does not lead to improved performance (be this better outcomes for citizens, more citizens engaged, or the cost of services reduced) is merely change for change’s sake.

Innovation is (or should be) inherently risky – trying out different practices that have not been attempted before
that, to generate ideas and produce change within an organisation was not all that difficult, but that sustaining this change was. And the key to sustaining change lay within the ongoing support of the leadership team.

innovation is easy to kill off with a quick word or through lack of support, and so leaders must ensure that where innovation is occurring, it has the chance to come to fruition

What does this mean in practice?
Using the framework of leadership roles being either managerial or environmental in regard to innovation, it is worth fleshing out what this means in practice, and what kind of actions leaders need to think about. Some key actions are set out below under each category:

Innovation as management function

Strategise – Innovation can be fostered but must also be planned for. As such, leaders must think about planning how they will transform their organisation which both fosters innovative ideas, as well as being able to put these into action. The first step is to set the strategy – where will the organisation be in one years time, how much innovation will take place?

Develop systems – Innovation needs an environment within which to occur. Will all staff be expected to develop ideas, or will it be the function of a specialised team? Will innovation become the responsibility of a nominated manager, or is it a shared responsibility? Who has oversight and who has the ultimate say? All these elementary questions require a response and so the role of the leader is to set up the management structures and systems to ensure that innovation becomes part of an organisation’s practice.

Set targets – It is all too obvious to repeat that what gets measured gets done, but the cliché holds true for innovation as much as any other area. Leaders need to set targets regarding innovation. In the private sector this often takes the form of amount of new products going to market every year, or the percentage of turnover derived from new products. Whilst the public sector has a very different set of priorities, the idea of measuring innovation in order to ensure activity remains valid.

Innovation as environmental change

Set the vision – Leaders must set the vision for their organisation, setting out the role that innovation will play within the organisation.

Communicate – Leaders must tell their organisation about their vision. Having a vision is only part of the solution. This vision must be cascaded throughout the organisation, with all staff knowing that the leadership are committed to this new set of values.

Accept risk – A key environmental and cultural change that is required is the level of acceptance regarding risk within an organisation. Innovation is (or should be) inherently risky – trying out different practices that have not been attempted before. It is a well established truism however that staff within an organisation will only take risks if they know that such behaviours will not lead to them being penalised. Messages about the acceptability of risk can only come from leaders.

Protect the innovators – While finding innovators within an organis-

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If you would like to comment on this article, or would like to find out more, contact Mark Napier at: mark.napier@publicinnovation.org.uk ♤
The Public Service Commission (PSC) is an independent and impartial body created by the Constitution, 1996, to enhance excellence in governance within the Public Service by promoting a professional and ethical environment and adding value to a public administration that is accountable, equitable, efficient, effective, corruption-free and responsive to the needs of the people of South Africa.

The functions and powers of the PSC are:
- To promote the values and principles governing public administration (as set out in Section 195 of the Constitution),
- To investigate, monitor and evaluate the organization, administration and personnel practices of the Public Service, in particular adherence to the values and principles set out in Section 195 and the public service procedures,
- To propose measures to ensure effective performance within the Public Service,
- To give directions aimed at ensuring that personnel procedures relating to recruitment, transfers, promotions and dismissals comply with the values and principles set out in Section 195,
- To report on its activities and the performance of its functions, including any findings it may make and directions and advice it may give, and to provide an evaluation of the extent to which the values and principles set out in Section 195 are complied with, and
  - either of its own accord, or on receipt of any complaint;
  - to investigate and evaluate the application of personnel and public administration practices and to report to the relevant executive authority and legislature,
  - to investigate grievances of employees in the Public Service concerning official acts or omissions and to recommend appropriate remedies
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  - to advise national and provincial organs of state regarding personnel practices in the Public Service, including those relating to recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the Public Service.

Over the past years the PSC has conducted more than 200 investigations either on its own accord or at the request of departments or Executing Authorities, and responded to about 250 requests for advice. The PSC has also directly participated in four major interventions that entailed providing support to government institutions. The number and scope of requests for interventions and guidance is testimony to the extent to which the PSC’s work is recognized and appreciated by its stakeholders.

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As the custodian of good governance, the PSC will continue to monitor the performance of the South African public service and through its reporting generate broader discussion and debate in good governance and service delivery discourse. All PSC reports can be accessed on the PSC website www.psc.gov.za. Acts of possible corruption can be reported to the National Anti-Corruption Hotline: 0800 701 701.

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In a far-off area of Limpopo province there is an organisation that initially set out to "initiate, administer, control and implement community health programmes in the Moutse area". The aim was to use healthcare as the basis for uplifting this rural community which had limited access to services and little existing infrastructure.

And from this humble beginning the Ndlovu Care Group has grown to such an extent that it renders numerous services to the people of Moutse – from many health care services to the bakery and refuse removal.

As the NCG website states: “Presently NCG Elandsdoorn employs around 320 people in medical and community development programmes, has over 3 000 patients on anti-retroviral treatment and provides lots of services to the community (Elandsdoorn Bakery, Johan Cruijff Sportgrounds, The Miracle Theatre, Nutritional Units, Preschools, School Dental Services, Waste Removal Project, etc). And the NCG now operates in Mpumulanga and Gauteng as well.

But it is in Elandsdoorn, Moutse, Limpopo province that it all began. The Ndlovu representatives took us through the project history which began in 1994 as a private practice. The Ndlovu Medical Centre, started by Liesje and Hugo Tempelman, a Dutch professional nurse and a doctor, who had arrived in South Africa in 1990. They soon "realised the limitations of working in a resource poor setting where people cannot afford their own health care". Therefore they created a trust for community health projects (Ndlovu Medical Trust) and a trust for community development projects (Elandsdoorn Development Trust), both registered as NPOs with the Directorate of Non-Profit Organisations.

The objective of this project was not to take government’s responsibility, but to assist government in terms of service delivery.

Now there is a long list of services provided to the community. There is a clinic with eight beds for terminally ill HIV and AIDS patients and there are seven beds for those in labour. There are four doctors, an X-ray viewing station, with the machine connected to each doctor’s room, one radiographer and a pharmacy (dispensary). They have also designed their own wheelchair for patients using a plastic chair which is easy to wash and have their own nappy factory which produce 1 800 nappies per day.

NCG also runs a malnutrition programme in the community. They teach parents about nutrition and how to start their own vegetable gardens. There is a committee consisting of women who walk around the community to identify malnourished children and call their parents to teach them how to take care of these children. There are also lecturers who lecture the parents about cooking, cleaning and fire protection.

The idea for the postal service which is provided was sparked by one of the employees who was always asking Dr Tempelman to bring him postage stamps. It dawned on the doctor that a postal service was needed in the area – and we saw the post office as we were entering the clinic yard.

There is a big sports centre in the community, with well-equipped facilities including a gym so there are plenty of after-school activities.

One of the critical challenges facing the NCG is access to water. Another challenge is dealing with 42 child-headed families, and the challenge of children whose parents passed away without proper documentation for the children. The project has 150 children who benefit from the welfare programme.
Probably the most important projects the organisation runs are related to HIV and AIDS including awareness campaigns, treatment and counseling. In the boardroom the CPSI team was given a presentation about the Autonomous Treatment Centre which won an innovation award from CPSI in 2008. A diagram shows how ATC operates in dealing with the various stages of the disease – from negative to positive and the interventions that are appropriate at each stage.

We asked Mariette Slabbert, Chief Operations Officer of Ndlovu Care Group, to answer some questions about their award-winning project.

**When you entered this project for the CPSI Innovation Awards you believed it was innovative. What informed this belief?**

The Ndlovu Care Group views illness as a symptom of poverty, deprivation and inaccessibility. It is with this in mind that NCG operates in rural areas where no (or limited) government services exist, in an attempt to uplift communities through the entry point of health care. HIV is therefore not treated as a disease but as a societal problem.

"NCG strongly believes that the prevention of HIV is the only panacea in the fight against the epidemic. The NCG prevention programmes deliver the ABCDEFGHIJ message (A – Awareness; B – Behaviour change; C – Condom use, Circumcision, Concurrent partners; D – Destigmatisation; E – Education; F – Female empowerment; G – Gender equality; H – Healthy lifestyle; I – Information; J – Judgement) to change risky practices into early care-seeking behaviour, associated with informed decisions.

NCG combines the prevention programmes with voluntary counseling and testing, screening, staging and referral for treatment and/or case management, to ensure that once identified, clients stay in the care of NCG for life.

NCG graduates its clients through tailor-made programmes designed for different age groups. The Autonomous Treatment Centre (ATC) model decentralises all leaves of care back to the community level (prevention, early detection, early care, medical care, adherence management) through a comprehensive community health centre with a 12-hour clinic, 24-hour clinic only for maternity services and dedicated HIV in-patient care, a dedicated HIV-laboratory and a research and monitoring and evaluation department.

The ATC model offers integrated primary health care, tuberculosis and HIV and AIDS management. The ATC offers treatment to people that are already infected to ensure productive lives for its clients, this ensures an income for the family and prevents AIDS orphans in the already
The Ndlovu Care Group Rural Advancement Programme is different from similar projects because of its holistic approach, not only to health care but also to child care and community development, and the resultant rural model for the mobilisation of individuals. Whereas most projects attempt to address a specific need area, Ndlovu Care Group (NCG) has as its outcome the upliftment of the community as a whole through addressing a hierarchy of needs, including physiological, social, economic, and individual achievement needs.

The Ndlovu Care Group (NCG) has as its outcome the upliftment of the community as a whole through the ATC model, which delivers comprehensive, quality health care to inhabitants in rural communities. NCG also manages programmes in art, sports (soccer, netball, basketball, gymnasium, running), culture, music (amphitheatre, music academy, choirs), orphan and vulnerable children programme (currently 3,100 children enrolled and 58 registered child-headed households, four nutritional units, four pre-schools), entrepreneurial efforts (bakery, car wash), basic infrastructure (water – 28 boreholes, waste removal project, sewerage) to support community development.

NCG creates jobs in the township and helps school leavers to gain experience in the work place before finding jobs in the city. The creation of excellent infrastructure leads to migration of skilled workers back into the rural areas.

The Ndlovu Care Group (NCG) aligned its objectives with the national strategic plans for South Africa, including those for health delivery, social development, arts, culture and child protection, in order to assist the South African government in its attempt to address social transformation in rural and underserved areas. The Ndlovu Care Group strategic plan is also aligned with the Millennium Development Goals in an attempt to find a rural solution to reach the millennium targets set by the

CASE STUDY
in their own words...

Mariette Slabbert and Hugo Tempelman explain how the Ndlovu Care Group goes about uplifting poor rural communities

What was needed in terms of inputs like knowledge and resources to come up with this innovative project?

What has the impact been since the project began?

What is your advice to anyone who wants to replicate your project?

Engage with the community before implementing anything; constantly engage in discussion to ensure that the community understands the aims and objectives of the project and that the project also addresses their needs.
United Nations.

NCG operates in rural areas where there is little or no access to basic services and facilities. Although these resource-limited areas have unique challenges concerning the availability of skilled human resources, NCG up-skills, trains, recruits and develops local resources whenever possible to deliver services in cooperation with government and civil society organisations.

NCG’s main aim is to support and strengthen the district health service delivery in cooperation with the Department of Health. Following from this are the child care and community development programmes where there is intensive interaction with the relevant departments at district, provincial and national level.

The mission of the NCG is to empower rural communities towards sustainable community health and community care in South Africa, in partnership with relevant government departments and in cooperation with other civil society organisations and corporate companies.

The NCG Rural Advancement Programme targets communities that are most in need and exist in areas deprived of the most basic infrastructure and health care services. These communities are unsupported, and are restricted in socio-economic development by lack of resources, geographical isolation and the necessity for migration to seek employment.

This exacerbates the problem of child-headed households and vulnerable women and children, and it is often in these remote areas where the prevalence of poverty and associated illiteracy and violence takes its toll on otherwise healthy individuals. NCG has developed a replicable rural model for scaling up services in communities through:

- Focused local capacity building for improved standard of living, and social and economic well-being;
- Information, awareness, communication, and education on health and related issues to promote behaviour change, early care-seeking behaviour, and to prevent more HIV infections;
- Cost effective and integrated primary health care, malaria, TB and HIV and AIDS care to promote personal wellbeing and community health in general;
- Child care programmes to address the needs and life skills of orphans and vulnerable children, and to assist in improving public sector service delivery for this group;
- Selection, development and mobilisation of individuals to achieve self actualisation;
- Research, monitoring and evaluation to ensure evidence-based interventions and outcomes; and
- Replicating the NCG model within the public sector and other NGOs to assist in the strengthening of district health service delivery and the upliftment of community systems across South Africa.

The Rural Advancement Programme consists of the Autonomous Treatment Centre that supplies the community health care component, and the Community-Care, Health, Awareness and Mobilisation Programme (CHAMP) that affords the community access to information and education, and provides the opportunity for personal achievement with the resultant community progress.

The recruitment of individuals
NCG’s main aim is to support and strengthen the district health service delivery in cooperation with the Department of Health

into the programme requires intensive efforts to access households, while increasing HIV testing uptake, immediate CD4 screening, and referral of the members of the population into lifelong adherence and development programmes.

Extensive negotiation with the community at all levels precedes all new NCG initiatives to obtain community involvement and acceptance for new programmes before rollout. The diagram illustrates the opportunities that exist to prevent the progress of compromised chronic disease, including HIV and AIDS and TB, through prevention, screening, staging, care, treatment and adherence programmes.

It shows that on the back of HIV investment one can restructure chronic disease management. This approach pre-empts the acute and expensive illness phase (AIDS) of chronic illness (HIV infection), and proactively manages the conditions with early detection, medical intervention and adherence support.

In an attempt to work cost effectively and develop local skills, without compromising service quality, NCG follows a policy of delegation of tasks (and associated training) to the lowest level (rank) of role that can fulfill the task and thereby builds capacity in the local community to sustain the programme.

In the diagram, only the block of medical intervention (red) requires qualified healthcare professionals (doctors, pharmacists, professional nurses, etc.). Intensively trained local resources deliver the rest of the continuum of care.

### NCG Rural Advancement Programme: Autonomous Treatment Centre and Community: Care Health Awareness and Mobilisation Programme

Blocks highlighted in yellow reflect the services that are delegated to, and supplied by, trained counsellors and auxiliary health workers, if disease is detected early (VCT+), staged, and managed through effective maintenance and adherence programmes. NCG therefore achieves considerable economies of scale, skills development and accesses a large numbers of patients cost effectively.

NCG believes that an intervention programme can only turn the global tide of HIV and AIDS if the strategic outcomes of the programme of “5 zeros” and “100% yield”, set out below, are achieved.

### NCG five zero outcome

- Zero new HIV infections – stop sero-conversion from negative to positive through expanded VCT+ coverage, and focused prevention programmes on a large scale within target communities;
- Zero newborns with HIV – effective PMTCT programmes eradicate paediatric HIV;
- Zero opportunistic infections – early detection, staging, support, care, management and treatment;
- Zero AIDS deaths – early care-seeking behaviour and access to quality treatment programmes that prevent morbidity and mortality, and the resultant poverty and the orphaning of children; and
- Zero stigmatisation – treating HIV and AIDS as a chronic disease to facilitate social inclusion for PLHIV

### NCG 100% yield outcome

- 100% VCT+ uptake: through large-scale surveillance to monitor prevalence and incidence;
- 100% PMTCT outcome towards an HIV-free generation;
- 100% detection and treatment of opportunistic infections and STIs;
- 100% access to ART to diminish the backlog, initiate ART early, and achieve undetectable viral loads; and
- 100% community mobilisation to maximise potential of individuals, families and rural communities.


NCG has achieved ambitious goals and objectives since 1994 that were nationally recognised through a Platinum Impumelelo Award for Innovation in 2008, a gold Centre for Public Service Innovation (CPSI) award for “Innovative Service Delivery Institutions”, and a silver CPSI award for “Innovative Partnerships for Service Delivery” in 2008.

The Royal Netherlands Embassy funds an expert management team that is responsible for all operations, finance, monitoring and evaluation, and good governance.

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1 VCT+ refers to counselling and testing that is immediately followed up by a CD4 count, to stage positive individuals at the time of testing, TB questionnaire screening, and staging to present these clients with a referral, treatment and care plan. This practice improves patient adherence, patient compliance and patient retention in Ndlovu programmes.
Innovation in the context of governance can assume three main forms. It could be a product, a service, or a process – or, indeed, some combination of them. To illustrate. Inventing a cheap, easily maintainable pump to allow water for domestic use to be drawn from shallow streams would be an innovative product, the upshot of creative design and manufacturing. A relatively novel service, by contrast, is making it possible for us to submit our tax returns by electronic means. Still, we can see even from such very different cases that the line between what a product is and what a service constitutes is blurred. Once installed, a water pump will offer a benefit to the community in question, thus rendering a service. And e-filing depends on the design and production of appropriate software. What they share is an act of creativity associated with a novel entity; something new, in other words.

My prime concern here is with a third form of innovation, with processes. In this category, innovation is perhaps more abstract, but the truly defining feature is undertaking what you already do, with the same resources, but carrying it out better than before, thereby enhancing the final effect. Policy analysts call such endeavour “smart practice” – that is, seeking and realizing clever practice.¹

Several instances of smart practice spring to mind. Over the past few days, I have had occasion to deal with the South African Revenue Service in handling my tax affairs, as well as with communicating with Telkom about our Internet usage at home. Both conversations by telephone were conducted in a friendly, helpful manner, guiding me through baffling complexities. I was left with a warm feeling of appreciation.

Now that I see as smart practice by the employees of the respective agencies. After all, in neither case was a sale involved; there was nothing to be gained financially by attending to my queries. Yet extraordinary courtesy prevailed, leaving me well disposed. The smartness consisted of how the officials dealt with the public. After all, they could have been abrupt, rude or plain indifferent.

And because I encountered a pattern of congenial service, I am inclined to infer that these smart practices are being encouraged as deliberate measures within the organizations, rather than being confined to the odd more personable employee who

¹ See, in particular, Eugene Bardach, Getting Agencies to Work Together: the practice and theory of managerial craftsmanship, Washington, D.C., Brookings Institution Press, 1998, pp.35-37. Note that ‘smart practice’ is not a synonym for ‘best practice’, the term frequently used in the language of consultancy. A smart practice is a pragmatic solution to a problem, which is characterised by its context and timing. By contrast, best practice is normally equated, if only implicitly, since this is seldom questioned, with solutions that are optimal (or ideal) and universal (not limited by considerations of either time or context). Smart practices are rooted firmly in the realm of what is feasible – more especially, with what is feasible here, now, and in the foreseeable future.
happens to answer my call. The officials concerned are not performing new tasks, but have brought resolve and a welcoming attitude to them, with beneficial results.

Another smart practice that I discovered this week, too, has to do with the physical reorganisation of a local police station. Previously, when you walked across the threshold you were confronted immediately by a high, imposing desk, where everyone queued regardless, awaiting with dread the slow, curt and indifferent service. Now, instead, the large central space has been rearranged into a series of cubicles bordering the walls, each one designated clearly, where you sit directly opposite an accommodating official.

The change in attitude is remarkable enough, but rethinking the layout of the service from the perspective of the client has been the most telling feature. By removing barriers to privacy and lessening the divide between police and citizen, the atmosphere for rendering service in the station has been transformed completely. A new process has been devised to address a problem – the problem of how better to offer a successful, efficient and more effective means of relating to the public who come in need of assistance. Such imaginative reasoning exemplifies smart practice.

In making organisational processes run more smoothly, the role of catalyst is often played by street-level bureaucrats. The latter is a term coined by Michael Lipsky some 30 years ago in order to capture a particular kind of enterprise which underpins how policies for instance, a police officer, a nursing sister, or a tax specialist.

In South Africa, delivering public services hinges on street-level bureaucrats inventing smart practices and overseeing their implementation.

From what I have intimated, it might seem that smart practice is either pure common sense, no more, or perhaps simply an official carrying out a job properly, which should be commonplace. Well, yes, perhaps so. But as the saying has it, common sense is not that common. Let me cite another two cases taken from the local press over the past week or so.

A prominent person accused of driving while under the influence of alcohol, thereby allegedly having endangered others, is released from all the charges because the arresting officer was held not to have read him his legal rights exactly as he should. An easily avoidable mistake, one might muse. Nothing smart about that.

In the second instance, a residence is razed by fire, the damaged exacerbated, reportedly, by the slow response of the fire authorities, who, in turn, defended themselves by blaming the paucity of their equipment. This supposed lack of foresight and commitment by local management is the very antithesis of smart practice.

Many, many kindred incidents litter the media every day, indicating that, in our circumstances, smart practice might mean officials using their resolve and determination to orchestrate the use of their resources in order to succeed in offering the services normally expected of them. Smart practice here amounts to exercising extraordinary creativity so as to attain ordinary goals.

But who sparks the creativity? Who trains the police officer? Who supplies and maintains fire equipment? Who changes the landscape of the police station? Who initiates the e-filing of tax returns? Someone, somewhere, thinks progressively, and sets the wheels of change in motion. Maybe

in South Africa, delivering public services hinges on street-level bureaucrats inventing smart practices and overseeing their implementation.

2 See his classic study, Street-level Bureaucracy: dilemma of the individual in public services, New York, Russell Sage Foundation, 1980.
experiment – taking a chance, engaging in risk. This depends on placing trust in the individuals, the processes, the organisations themselves.

It need not be foolhardy. Risks can be managed; trust has to be earned. But risk and trust can only flourish in an enabling environment, where the organisational culture is predisposed towards innovation.

An essential part of the preliminary investigation is determining the resources and organisation necessary for the policy under consideration. And fundamental to this, in turn, is paying close heed to how organisations work now, and how the street-level bureaucrats in them cope with their tasks. Accordingly, present smart practices happening in the public sector, both within the state and evident also in private and civic partnerships with the state, are a treasure trove of potential wisdom for innovative policy design and management.

This wisdom is encapsulated in experiential knowledge, that is, in ways of understanding how organisational processes have been molded. Giving due cognisance to experiential knowledge derived from smart practices realises two significant benefits, I believe, which could, and should, be enhanced appreciably.

Experiential learning related to smart practices is an efficacious means for boosting the skills of individual public officials, whether this be in the course of seeking higher qualifications or as a crucial ingredient of in-service training programmes. (Taking this route in learning would in itself be a smart practice!)

We need to draw on existing smart practices in organisations as an instrument, not only for sharing knowledge in the public sector, but also in helping officials learn to ponder at close quarters issues pertaining to policy implementation before they make recommendations about introducing such policies in the first place.

A further complementary benefit pertains to the organisations in question. Since there is a relatively rapid turnover of officials in the public sector, attention should be focused on sustaining the well-being of the organisations themselves, and not solely on the employees. This requires directing a concerted effort to develop continually the organisational memory of these institutions.

Building a growing sense of the smart practices that have evolved in all parts of the public bureaucracy should be a prime commitment. This is an essential task in knowledge management which has wider significance for improving the quality of governance to help meet the needs of our citizens.

An organisational culture which fosters the conditions for innovative smart practices can be encouraged. Organisational processes which are smart are often appreciated, but rarely receive fulsome acclaim. Possibly this is because the processes are not acknowledged as being inventive, so they remain shrouded.

Who really can ascertain how a teacher has interpreted a curriculum imaginatively in order to suit a specific group of learners? It is easier to give credit to a new thing (an object, an artefact), like the reorganisation of a police station, which is visible, tangible – and therefore can be a ready subject of celebration in the media.

Of course, we should heap praise accordingly; but let us also bring smart practices to light and give them their public due as well. The Centre for Public Service Innovation could be instrumental in spurring this, in widening the ambit of innovation to embrace smart practices in organisational processes devised for delivering public services.

Furthermore, such smart practices which are singled out for attention are an invaluable source of learning. We South Africans often remark that we have great policies, but we cannot quite carry them out as intended. Consequently, the nub of the problem, we conclude, lies in policy implementation. I disagree with formulating the matter like this. To me, sound policy design entails incorporating at the very outset, in weighing up the options available, serious consideration of how a policy would be executed.

All in all, the virtues of CPSI could be extended to championing the cause of smart practices associated with organisational processes pursued in delivering services for our greater good. These smart practices are crucial to improving the level of governance in the public sector. Innovation revealed through smart practice should be identified, recognised – and celebrated.

Acknowledging the role of smart practices will enable us to realise even more patently how important they could be in better equipping public servants to perform their duties; and, at the same time, recording smart practices would comprise a main thread in weaving organisational memories.

But in order to learn fully from smart practices, we need to develop them as a dedicated educational resource. Cannot CPSI assume the lead here? We need a central repository of smart practices, which are stored and catalogued on a website, with ready access to all who wish to draw on it.

This is no sideshow. Our principal difficulty in public management hereabouts is not a shortage of finance; instead, we suffer deficiencies in public organisation which forestall us overcoming the challenges of service delivery. Let’s address the matter squarely by learning from smart practices: and then we must translate such experiential knowledge into creative wisdom for advancing our understanding of how the public sector organisations should be channeled in the quest for social justice. Yes, we can ... be innovative.

innovation revealed through smart practice should be identified, recognised – and celebrated
Charles Lale Sebothoma outlines the call-in system for prison visitors

The Department of Correctional Services has come up with an innovation relating to the rehabilitation aspect of visits to offenders.

Legal mandates for the rehabilitation of prisoners can be found in the South African Constitution whereby Section 35(f) indicates the right to humane treatment and to communicate and be visited by family, next of kin, etc. Secondly, the Correctional Services Act 111 of 1998 states that the purpose of the correctional system is to contribute to maintaining and protecting a just, peaceful and safe society.

Lastly, chapter three of the White Paper on Corrections, 2005, highlights rehabilitation as a societal responsibility.

The new innovation in the Krugersdorp Management Area seeks to rectify the current system of visits that has three main weaknesses:

- it is time-consuming as family members have to wait for too long before they see their family member (offender);
- sometimes family members go back home without having seen their loved ones (offenders) having spent huge amounts of money for transport; and
- the system makes it difficult for officials to locate offenders timeously in overcrowded centres.

The innovation is a “call-in system” whereby bookings for visits are done from Monday to Friday by the next of kin, sentenced offenders and remanded detainees through the call centre.

Family members know in advance if the offender is available at the centre as the time to visit is arranged with the family members in advance and they are informed of what they are allowed to bring into the centre while visiting.

Offenders, too, know in advance that they will be visited so they can prepare for the visit.

The feedback received from visitors is that the new system is effective, efficient and reliable. Waiting times to see offenders are now down to five minutes.

The Department of Correctional Services is happy because the system allows us to work smarter and not harder. It has improved our service delivery and is compliant with the Constitution and Batho Pele principles.

Offenders, visitors and officials appreciate the effectiveness of the system. It enhances the humane treatment of visitors and offenders. Rehabilitation is enhanced by family participation in the correcting of offender behaviour.

A further innovation will in future include an SMS line that will be introduced at a cost to the sender.
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For more information please contact Claire Alexander at Sun Microsystems on +27 (11) 256-6300, or email claire.alexander@sun.com
CASE STUDY

Above: Ms Phuti Ragophala, the principal of Pulamadibogo Primary School. Top and left-side: Pulamadibogo Primary School displays products of their innovation.
Dumisani Mphalala and Ntshavheni Tshishonge report on a visit to Pulamadibogo Primary School where they grow herbs to make medicine, produce eggs – and provide hope for the community.

In the township called Mankweng the Pulamadibogo School, situated in a semi-rural area amid the old low-cost matchbox houses, is doing things differently. Under the stewardship of Ms Phuti Ragophala the school is a runner-up award in the CPSI Innovation Awards, is striving to “make every child a star.”

As we were being shown around, we could see that the school is indeed turning children into stars. We met a boy of nine years old who was clutching a thick red book. We asked him what he was doing with the book and he answered, “I am conducting a research on diseases that affect our communities.” This was pleasantly shocking to us. The boy, as we were told by one of the educators, is researching illnesses that can be alleviated through the use of medicinal herbs the school is producing.

This is no ordinary primary school. They have a ‘pharmacy’ where they use the herbs that are grown in the permaculture garden. The herbs in the garden include camphor that can be used to treat coughs, wounds and rheumatism; thyme which is an antibiotic; rosemary for mental stimulation; and calendula, coriander, mint and fennel amongst others.

We were shown the poultry section filled to capacity with chickens that supply eggs for retail and the projects that help poverty-stricken households. They have started an orchard project this year.

Pulamadibogo Primary has received accolades from various organisations as the trophies and certificates that adorn the walls of the tiny office occupied by the principal attest.

All this success takes hard work of course. One of the teachers in the project team said they work as though there is no tomorrow to live. They work so the Creator can be satisfied that they did what they were sent to do in this world. The teachers ooze immeasurable passion for their school.

Strong leadership goes with hard work and dedication and this has been provided by Pulamadibogo Primary School principal, Ms Phuti Ragophala, an engaging teacher who has rallied her impoverished community to better themselves with the little means they have.

She has taught them that there is no limit to the individual’s dream and to just do it even if it takes learning to speak French in a remote area where Sepedi is the language all understand and, where English and the other nine official languages are rarely spoken.

Ms Ragophala has been a teacher for the past 21 years and has put the teaching taking place at Pulamadibogo Primary on the national map. She has grown this school from a small and forsaken place to a school that has changed its own destiny educating children to find hope in realising their dreams for future success.

Since heading this school, it has been Ms Ragophala’s vision to, through her teaching, ensure that the learners are taught well so that they leave the school well equipped with necessary skills to achieve in life and, to be masters of their own destiny. She wants them to stand proud and one of the first things she did was to have the national flag installed on a pole in their school yard, and lobbied for the same to be done at neighboring schools.

Ms Ragophala employs committed teachers who work very hard to lift teaching standards. She and her team
focus on computer literacy, the ability to work independently, interpersonal and communication skills, and always good planning.

Ms Ragophala has started a drive to get a National Lottery allocation and find sponsors to better the electronic equipment at the school, and assist impoverished learners with basic needs such as school uniforms and stationery.

She created a culture of being hungry for success amongst her learners and has succeeded in getting placement for some of the impoverished girls from her school in the Oprah Winfrey Academy. Her message to them has been: no matter who you are, or where you come from, the triumph of success starts within.

Ms Ragophala made the sky her limit and in teaching her pupils how to conquer new cultures, she started French language classes under the flag of the University of Limpopo for 30 learners. Her argument to them was that surely they would like to be able to speak to the thousands of French-speaking visitors when they visit the country for the 2010 World Cup.

Then Ms Ragophala looked at award schemes and found opportunities for learners to visit international institutions. One of the most recent results of this drive is that a learner represented Limpopo Province this year at the People to People leadership forum in Washington DC in the United States.

Furthermore she reached out to take her teaching outside of the school premises by adopting prisoners at Kutama Security Maximum Prison and assists them with further studies while they are in prison. To her, the passion to study has no boundaries as long as one is determined to change one’s life through education.

Ms Ragophala knows that to maintain this standard of education it must be done in an environment conducive to learning. Therefore she has tackled the problem of poverty in the area head-on by helping parents to learn to use the natural resources available to them.

Together they have started a poultry farming project to assist impoverished parents who cannot pay school fees. They have also started a greening project with vegetables, fruit trees and herbs which support needy parents and learners and a nearby orphanage.

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**CASE STUDY**

she has tackled the problem of poverty in the area head-on by helping parents to learn to use the natural resources available to them.
Zoom-Ex, a product recently introduced by Humanware, is both an optical character recognition (OCR) system and an “eye pal” – as it can scan and convert text to speech. These functionalities are designed for blind and deaf-blind users.

Information is the most important aid to making decisions in the public sector. It is therefore important for the sector’s workforce to access the information it requires when carrying out its respective functions – be it in education, health or policing.

It is equally important that all members of the public sector workforce have the tools to enable them to access information from various formats used by the state. As such there are many innovative solutions to improve access to information by people with disabilities.

Instead of scanning text in the traditional way with a flatbed scanner, Zoom-Ex takes a photograph of an entire page, and within seconds the text is presented on the computer screen, reformatted and wrapped into a column for easy reading. The size and colour of text, the scrolling speed and the voice can all be controlled by the user.

Zoom-Ex uses one USB connection and is compatible with Windows XP and Vista. Most computers used in the public sector use these applications. However, as operability of government-based systems is likely to move towards open source, users of Zoom-Ex would need to consider adaptation to ensure usability.

Zoom-Ex has high speed OCR (~3 seconds per page) and magnification is variable and allows for saving (as .txt files) and editing documents. Navigation is made possible by use of a mouse or a keyboard. The fact that this solution transfers data at a faster pace than other OCR solutions on the market would effectively improve turnaround time of officials using this application. Officials who are partially sighted would benefit the most as the system has simultaneous magnified text and speech.

The “eye-pal” functionality automatically captures a page, regardless of its orientation, and within seconds will either read text and/or present the text in Braille on a refreshable Braille display. The “L”-shaped frame makes it easy to place the document or book in the right position.

The patented motion detector makes scanning a book with Zoom-Ex extremely simple and very quick. The user must turn a page over, wait half a second for the shutter sound and then turn the next page. The eye-pal recognises and announces page formatting and design elements including columns, titles, words per page, paragraphs, etc.

Books can be saved as text files with a single key stroke, allowing the user to transfer data to a PC, memory stick, or to a VictorReader Stream. Zoom-Ex copes well with material that is not completely flat such as the curved page of an open book.

At 20 pages per minute, Zoom-Ex is considerably faster than a conventional flat bed scanner and weighing 0.45kg it is also much lighter and easier to carry.
Abstract

This paper was motivated by a single question: What are the implications of an increase of 18.2% in the number of South African enterprises with technological innovations, both product and process innovations, to the South African economy and society?

Following the brief account of the evolution of the South African industrial policy, this paper examines the key factors influencing the development of national innovation capacity and competitiveness of firms globally. The focus is on national innovation policies to support the development of the national innovation capacity.

The innovation strategy proposed in this paper introduces measures to enhance South Africa’s industrial capacity to respond effectively to opportunities presented by both domestic and global market demands. It also proposes measures to move the country along an industrialisation path characterised by greater levels of participation in the mainstream of the industrial economy by historically disadvantaged people and in marginalised regions.

Finally, measures are proposed to allow multinational enterprises from emerging economies to seize opportunities available in the global economy to generate linkages with existing players and build rapidly on them to establish their own brands and production facilities around the world.

1. Introduction

The recent review of South Africa’s Innovation Policy conducted by the Organisation for Economic Cooperation and Development (OECD) (2007a) shows that post-apartheid South Africa succeeded in swiftly opening its economy to international trade and capital flows and in stabilising the economy while achieving reasonably good growth performance, mainly driven by productivity gains.

The country is now in the midst of two specifically economic transitions: it is responding to globalisation, and it is shifting the structure of its economy away from dependence on primary resource production and associated commodity-based industries. However, important socio-economic problems persist: unemployment, poverty and the exclusion of a large fraction of the population from the formal economy.

In their comparative study of competitiveness in Japan, Korea and South Africa, based on empirical data covering the period from 1985 to 2005, Lingela and Buys (2007) concluded that South Africa’s capacity to respond effectively to opportunities presented by the global knowledge economy will remain limited as long as the country does not implement financial and budgetary provisions supporting an increase in expenditure on research and development (R&D) in the National System of Innovation.

They also emphasised that South Africa’s science and technology policy...
must be aligned and articulated with other forms of industrial, labour, financial and skills development policies, or the country will continue to live as a divided society.

A comparative analysis of the results of the South African Innovation Survey 2001 (Oerlemans et al., 2003) and the South African Innovation Survey 2005 (DST, 2007) indicate an increase of 18.2% in the number of South African enterprises that had technological innovation activities, both product (goods and services) and process innovations. This represents an increase from 44% of South African firms that had technological innovations in 1998-2000 to 52% in 2002-2004. The Fourth Community Innovation Survey (Eurostat, 2007) of 27 European Union Member States recorded the highest proportion of companies with innovation activities in Germany (65%), Denmark, Ireland and Luxembourg (52% each) in 2002-2004. The lowest rates were recorded in Bulgaria (16%), Latvia (18%), Romania (20%), Hungary and Malta (both 21%).

Although the results of the two South African innovation surveys reveal high innovation performance in South African firms, the country has gone through important structural changes, and the performance of the South African economy is ambiguous. The National Industrial Policy Framework (DTI, 2007) shows that agriculture, mining and manufacturing have undergone a relative decline, from 32% of gross domestic product (GDP) in 1994 to 28% in 2006. Government and state-owned firms have also declined, from 22% of GDP to 16%. Financial services, construction, trade, catering, accommodation, transport and communication have dominated the economy, as represented by an increase from 47% of GDP to 56%. The GDP growth averaged 3% from 1994 to 2003 and 4.5% from 2004 to 2007.

Although the OECD (2007a), Lingela and Buys (2007) and DTI (2007) have identified several factors limiting the South African national innovation capacity, the results of the two South African innovation surveys show that the innovative capability of the South African firms is comparable to some European Union Member States.

Recognising the two contrasting findings, this paper investigates the implications of an increase of 18.2% in innovation capability of South African firms on national innovation capacity. The findings of this paper are expected to contribute in the development of the national innovation strategy and present lessons for other developing countries to improve national innovation capacity and the global competitiveness of firms.

at the heart of the problem is the fact that black Africans face an educational backlog, which limits their ability to advance to levels appropriate to the labour requirements of technically advanced industries.
black workers surplus to the labour demands of white urban employers. The system of influx control was supposed to ensure that black migrants entered a work contract for a year, lived in single-sex compounds or hostels adjacent to the black townships, and they were compelled to return home after that year for the registration of a new contract. Geyer (1989, p. 380) argues that the competitive disadvantage of black communities in dormitory towns would make it extremely difficult, if not impossible, for black potential entrepreneurs to start their own business undertakings.

Barnes et al. (2001, p. 297) point out that the development of South African industry occurred largely independently of international competition, with manufacturing industry almost wholly inward-oriented, and domestic firms insulated from new trends in management techniques and production processes. Although apartheid-era economic isolation created a favourable competitive environment, which allowed South African industries to expand on the basis of supplying a captive South African market, that environment has rapidly disappeared with the return of South Africa to the international fold. In 2007, growth in real domestic expenditure exceeded that in real domestic production, which resulted in high imports, despite rising prices for export commodities (South African Reserve Bank, 2007a).

Barnes et al. (2001, p. 297) also point out that primary commodities such as gold, minerals and agricultural products were the main source of foreign exchange for South Africa. The South African Reserve Bank (2007a) states that although South Africa is the world’s largest producer of gold and platinum and one of the leading producers of base metals and coal, the contribution of the mining sector to the national economy continued to decline despite favourable prices for the sector’s products. The mining sector recorded a disappointing 3% decline in real value added to the South African economy in the first half of 2007. The agricultural sector’s share of GDP also declined from 4.5% in 1990 to 2.75% in the first half of 2007.

The South African government recognises that relying solely on the past basis for competitiveness (abundant natural resources and cheap labour), will create an increasingly low-value economy, unable to meet the country’s socio-economic requirements. The manufacturing sector has been growing by 1.8%, while imports grew by 6% per year and the share of global trade declined owing to high export growth in some large economies (DTI, 2002, pp. 11-15). De Wet (1998, p. 2) indicates that more than 80% of the value of South African business activity is created under foreign licence. The September 2007 Quarterly Bulletin of the South African Reserve Bank (2007b) shows that the deficit on the current account of the balance of payments widened to 6.5% of GDP in 2006, the highest since 1975, and registered a similar ratio in the first half of 2007.

2.2 Social perspective

Explaining the impact of race-based policies on South Africa’s economic growth and development, Bobby Godsell, former CEO of AngloGold Ashanti, said (Mail & Guardian, 2007), “In our society for 300 years whites have had the power, wealth, status and citizenship. Blacks have been subjects, poor and second class.” He also said that, “South Africa’s economy – our wealth-creation machine – has so far utilised the energy, creative talents, wisdom and dress code of 5% of the gene pool of our nation. The 5% is the male half of the white race.” For these reasons, this paper maintains that the development of South African industry has implications for the development of a strategy to improve national innovation capacity.

The disparities in South African economy are manifested by an unemployment rate of 30.7% among black Africans and 4.7% among whites (Statistics South Africa, 2006). The high unemployment rate among black Africans indicates the inability of the economy to create jobs to support the growing economically active population. Compounding this problem is a low proportion (33%) of South Africans who believe that they have the necessary skills and experience to start a new business, compared to 66% in other developing countries (Orford et al., 2003, pp. 1-3). Only 1.3% of South African adults own and manage businesses that have survived for more than 3.5 years, compared to 10% of adults in Brazil, Thailand and Greece. (OECD, 2007a, p. 77).

Putting the role of middle managers into perspective, Uyterhoven (1989, as cited in Barnes et al. 2001) explains that middle managers have a “bilingual role” that requires them to translate the strategic and often abstract language of upper management into the operational language which guides workers towards concrete action. DaSilveira (2001, p.771) states that the ability of firms to adopt and explore technology innovations depends, among other factors, on their management practices. The 2006/07 Annual Report of the Commission for Employment Equity shows that although black Africans represent 74.1% of the economically active population, compared to 12.8% for whites, black Africans represent only 11.3% of all employees at the top management level, compared to 74.9% for whites. Black Africans represent 13.4% of all employees at senior management level, compared to 70.9% for whites.

Duncan (1997), Desai and Habib (1997) Gelb (1991) and Morris (1991) consider that the management culture in the South African industry is strongly linked to the prejudices that pervade South African society, where whites dominate in management, skilled work and supervisory positions, while unskilled labour is predominantly black. This statement is supported by the report of the Commission for Employment Equity (2007), which shows that the representation of black Africans is the highest (78.0% of all employees) at the unskilled level, where the representation of whites is the lowest (1.4%). The report also shows
a low (20.2%) representation of black Africans in the category of professionally qualified and experienced specialists, as well as at mid-management level compared to whites (62.2%).

At the heart of the problem is the fact that black Africans face an educational backlog, which limits their ability to advance to levels appropriate to the labour requirements of technically advanced industries (Geyer, 1989, p. 382). The Foundation for Research Development (1996, p. 2) shows that more than 80% of all black students who passed Grade 12 in 1993 did not have mathematics or physical science as subjects, compared to 61% of white pupils who passed Grade 12 with mathematics. Geyer (1989, p. 382) shows that, in 1984, whereas there were 66.32% black pupils in schools, compared to 16.71% white pupils, there were only 12.54% black final-year pupils in technical schools compared to 72.36% white pupils. Consequently, technologies in which South Africa had a potential advantage, and of stronger support for product development and the commercialisation of intellectual property to promote private sector investment in innovation and technology in South Africa.

Although the increasing innovation capability of South African firms, as represented by the 18.2% growth in the number of innovative firms from 1998-2000 to 2002-2004, accounts for technological innovations initiated and controlled by white South Africans, it also indicates South Africa’s immense potential to improve its technological innovation capacity by promoting the participation of black South Africans.

The implications of the race-based industrial policies for South African technological innovation is that the National Innovation Strategy has to support and advance the contribution of black Africans in technological innovation in order to improve national innovation capacity and the global competitiveness of the South African firms.

3. Global strategies to develop industrial innovation capability

Da Silveira (2001, p. 767) stresses that traditional competitive advantages, such as the availability of raw material and inexpensive labour, and our proximity to local markets are losing their importance. He asserts that competitiveness in developing countries now depends on factors that used to belong almost exclusively to developed economies, of which technology innovation is a major example. Da Silveira (2001, p. 771) indicates that some of the mechanisms that determine the speed, pattern and mechanism of innovation diffusion are the industrial environment, firm structure, education, public investments in R&D and regulatory mechanisms.

Walker and Minnitt (2006) suggest that the industrial competitiveness and economic success of resources-based countries such as Finland, Sweden and the United States of America is underpinned by their gradual transition from resource dependence to knowledge-based growth. They explain that the growth strategy in these countries was based not so much on the continued exploitation of a rich natural resource base as on increasing the domestic value addition to these natural resources by promoting the development and export of products and activities that naturally occur in conjunction with resource-based industries, and leveraging the knowledge component embedded in the various goods and service inputs.

The OECD (2007b) explains that to bridge the economic divide, it is critical for South Africa to incorporate the second economy into the formal economy, which is modern, integrated into the global economy and produces the bulk of the country’s wealth.
education system.

c) Public policies for business innovation, e.g. through support for R&D, the uptake of new technology, the creation of new innovative firms, public procurement, and the encouragement of the commercialisation of innovation.

d) A well-functioning system of intellectual property rights, access arrangements and knowledge markets.

e) The role of human capital, including the ways in which human resources are fostered for innovation and entrepreneurship.

f) Policy coherence in fostering innovation, e.g. the arrangements made at national level to develop a comprehensive and coherent policy to encourage innovation throughout the government and involving major stakeholders. This would include policies that foster domestic market, although in a context of trade liberalisations and decreasing margins. Third, they seize opportunities available in the global economy to generate linkages with existing players, initially through original equipment manufacturer (OEM) contracts, and build rapidly on them to establish their own brands and production facilities around the world (Bonaglia et al., 2007, pp. 9-10).

In their study of innovative performance of firms in the state of São Paulo in Brazil, Quadros et al. (2001) conclude that firms that are wholly or partially controlled by foreign capital in Brazil present higher rates of innovative performance and technological intensity than firms controlled by national capital. The authors attribute the acceleration of product and process innovation by foreign controlled companies to their timely access to various sorts of knowledge and technological transfer from parent companies abroad.

However, they explain that most of the technological activities of foreign companies in Brazil are about the adaptation of products and processes originated abroad to service the Brazilian and South American markets.

Quadros et al. (2001, p. 207) show that 24.8% of industrial firms in Brazil introduced product and/or process technological innovations between 1994 and 1996. This percentage is low compared to firms in Italy (35%) between 1981 and 1985 (Archibugi et al., 1995), France (41%) between 1994 and 1995 and Germany (53%) in 1995 (Litch et al., 1995). Quadros et al. show that whereas 33.3% of manufacturing firms in Italy between 1990 and 1992 could be considered innovative, and 24.8% between 1994 and 1996 in São Paulo, they account for 70.7% and 68% to be innovative, South Africa has to create links between the R&D expertise in government, industry, the universities and public and private research institutions.

stronger links between the various parts of the innovation system, e.g. between research and business.

The relationship between the national and firm-level strategies can be explained by the fact that the mechanisms that determine the speed and pattern of the adoption of innovative technologies in an economy or industry exert great influence on the approaches chosen by firms to innovate (Da Silveira, 2001, p. 767). In addition, innovation at firm level depends on environmental elements such as influential customers and vendors, international strategic alliances, and dynamic competitors (ibid).

Bonaglia et al. (2007) indicate that the more interconnected the world economy becomes, the greater the pressure on firms to internationalise in order to enhance their competitiveness. They show that one of the most interesting outcomes of globalisation has been the rise of multinational enterprises (MNEs) from emerging economies. However, when these MNEs decide to invest overseas, they rarely have at hand resources such as proprietary technology, financial capital, brands or experienced management.

On the basis of a study of three MNEs from three emerging economies (Mexico, Turkey and China), Bonaglia et al. identify three general characteristics that distinguish these MNEs from the pattern of internationalisation found more generally among established MNEs from developed economies.

First, they internationalise through exports, build their own resource capabilities, and rapidly expand internationally through acquisitions of brands and production operations, as well as greenfield investments. Secondly, they benefit from the dynamism of the economy becomes, the greater the pressure on firms to internationalise in order to enhance their competitiveness.
followed with 47%, Ireland with 43%, Canada with 35%, and France with only 31%.

Related findings are presented in the Business Day (2007) article describing a group of small firms in Germany – with less than €3 billion or so in revenues – that are all world leaders in their fields, with annual growth rates of 10%. These firms have become even more successful in a decade in which poorer countries in Asia have transformed the economics of manufacturing. They are two-and-a-half times bigger than they were 10 years ago; have a market share two-and-a-half times larger than their biggest competitors; and have generated one million jobs. The article attributes this to a strategy to open fresh markets in other countries, and a “do-it-yourself” approach to innovation and production, among other things.

Quadros et al. (2001, p. 209) indicate that the industrial sectors in Brazil in which over 40% of the firms are innovative are science-based sectors, such as computing and office machinery, medical and precision instruments, automation equipment, electronic material and telecommunications equipment. Between 25% and 40% of the firms in scale-intensive industrial sectors, such as the chemicals, rubber and plastic products, motor vehicle and basic metals industries, are innovative. The least innovative sectors include the pulp and paper, printing and textile, non-metallic mineral product, leather product, food and beverage, clothing and mining industries.

4. A strategy to improve the innovation capability of firms in South Africa

4.1 Developing education and skills for industrialisation

Schumpeter (1934, p. 88) states that adding economic value to intellectual property is a task entirely different from its invention. Transforming intellectual property into commercial products and services that are traded on the market requires vast resources and different kinds of skills. Often inventors have to make specific strategic choices as to whether they start a business or license their intellectual property to another business. In developed countries, innovation strategies are based on a massive body of knowledge grounded on centuries of knowledge production. One of the most important basic constraints to industrialisation in developing countries lies in their firms’ inadequate capacity to generate and exploit intellectual property.

The OECD (2007a) concluded that a major gap in South African innovation policy was the lack of comprehensive support for innovation in small businesses. While there have recently been widespread initiatives (under the Accelerated and Shared Growth Initiative for South Africa and the Joint Initiative on Priority Skills Acquisition) to address skills development in this area, South African innovation policy appears to do surprisingly little in the area of operational technical support for small businesses.

The Tshumisano Trust, the agency that provides support to South Africa’s technology stations, which are based at universities of technology, is a useful step in the right direction, but it is tiny in comparison to the needs of the small business sector and it is already restricted by the lack of people with skills and experience in both technology and business. The National Technology Transfer Centre, which was transferred from the Council for Scientific and Industrial Research (CSIR) to the Department of Trade and Industry (DTI), is similarly restricted. Some of the technology-related policies for small businesses, such as the DTI’s Small Enterprise Development Agency (SEDA) Godisa programme and the Support Programme for Industrial Innovation (SPII), tend to focus on technology-based start-ups, and therefore make little contribution to raising the general technological (or broader competence) level of small businesses (OECD, 2007a, p. 25).

Twenty years ago most technicians working for the major South African mining companies, such as Anglo American and Gold Fields, received a considerable degree of in-house training. The South African government controlled companies such as the Railways and Iscor, and the defence force also provided a valuable pool of skilled technicians and artisans, which industry tapped into. However, much of this apprenticeship-type training has since been lost through the restructuring of the industry. The contribution of the government-funded research organisations, such as the CSIR and the Council for Minerals Technology (Mintek), to generating skilled workforce has also gradually declined (Walker and Minnitt, 2006).

In this regard, the OECD (2007a, pp. 22-23) recommends several actions to strengthen enterprise-level training supported by the Sector Education and Training Authority levy-grant system, with its current emphasis on basic, artisan and technical skills. These include taking steps to stimulate the investments made by business enterprises, especially medium-sized and larger firms, to develop their higher-level human resources for innovation. In particular, the OECD recommends that South Africa:

a) Generate a greater understanding of the scale and importance of this enterprise-based complement to basic levels of education and training provided by the higher education system, addressing not merely capabilities for R&D, but also the much broader base of design, engineering and associated management and “higher” technical capabilities that underpin the R&D process and link it to the implementation of innovation;

b) Identify the role of investments by enterprises in the innovation system: not merely its internal role in creating knowledge-capital within the investing enterprises, but also in dispersing this knowledge-capital more widely in the economy, frequently to smaller firms and new start-ups.

c) Identify feasible funding mechanisms, not only to foster such invest-
ment, but also to maximise its spill-over potential, e.g. a supplementary form of levy-grant scheme that is focused on smaller and larger firms and higher-level skills, and/or cost-sharing schemes that enhance the scale of, and widen access to, corporate training and career development schemes.

d) Consider in particular the role that might be played by investment financing bodies such as the Industrial Development Corporation in facilitating their clients’ greater investment in these forms of knowledge-capital alongside their investment in physical assets.

4.2 Integrating the second economy into the formal economy

The entry of black-controlled firms into new and growing areas of the economy, commonly known as Black Economic Empowerment (BEE), has gained broad acceptance as a fundamental element of doing business in the South African economy (DTI, 2007). The BEE policies have not only uplifted previously disadvantaged black South Africans, but are also playing a role in integrating them into the formal economy.

It is important to develop measures to increase entrepreneurship in the second economy in order to increase business ownership to 10% level of South African adults who own and manage businesses that can survive for more than 3.5 years. “Second economy” is a term used in South Africa to describe the part of the South African economy characterised by underdevelopment and isolation from the formal and global economies. It has a large percentage of black people, both urban and rural poor, and contributes little to the country’s wealth (DFA, 2006).

To bridge the economic divide, it is critical for South Africa to incorporate the second economy into the formal economy, which is modern, integrated into the global economy and produces the bulk of the country’s wealth.

In the OECD countries, the small-business support function is undertaken by organisations with specialist resources and skills relevant to this function. Recent initiatives (such as the proposal to establish a National Casting Technology Centre under the Metals Sector Development Strategy within the DTIs Customised Sector Programmes) appear to mark a potentially important move in this direction (OECD, 2007a, pp. 25-26). Other possibilities identified by the OECD are:

a) A frontline advisory or brokerage service that helps companies to diagnose needs and connects them to specialists able to help. Examples include UK Business Links, the TE-Keskus regional shared offices of TEKES, the Industry Ministry and the Ministry of Labour in the Finnish regions, and Innovation Norway’s regional offices.

b) Tailored small business services that tackle non-technical aspects of business start-up and management. An especially useful example is Norway’s FRAM programme, which takes small classes of entrepreneurs through a strategy development process that has a goal of a 10% improvement in profits.

c) A range of more technology-oriented offers, such as vouchers to buy simple services from research institutes (e.g. testing or advice on choice of materials), technology audits, manufacturing advice services and so on.

d) An infrastructure of institutes able to provide concrete help with product development. In many countries, there is a special scheme for small businesses, allowing them to access this expertise at low prices. In most countries the institutes’ services are themselves subsidised, allowing them to operate in areas considered by the private sector to be too risky.

e) Loans and investments on more or less favourable terms, especially where the state shoulders risk by lending money against less collateral than would be required by the private sector.

f) Regional and cluster-based technology and innovation centres, some-times associated with industrial parks.

In order to promote business development, the South African government has established the Sector Partnership Fund, the Competitiveness Fund, and the Export Marketing and Investment Assistance programme, as well as providing support for the establishment of export councils (DTI, 2007).

4.3 Support for industrial research and product development

The relative technological and resource strengths of the South African provinces should be considered when developing the innovation strategy. Several of the world’s biggest motor manufacturers, such as Volkswagen, Ford (Samcor), General Motors (Delta) and DaimlerChrysler, have plants in the Eastern Cape Province. Richards Bay Coal Terminal in KwaZulu-Natal Province is instrumental in securing the country’s position as the second-largest exporter of steam coal in the world. Richards Bay Minerals is the largest sand-mining and mineral-processing operation in the world. The North West Province boasts the largest single platinum-production area in the world. Some of the largest cattle herds in the world are found in the province, which explains why this area is often referred to as the “Texas of South Africa” (GCIS, 2006).

South Africa continues to export largely unbeneﬁciated or partly processed primary materials, and import ﬁnished manufacturing products. The South African mining industry has historically been recognised both locally and internationally as being a world leader in various aspects of the extraction and processing of mineral resources. Walker and Minnitt (2006) argue that the South African mineral resource industry cluster of accumulated know-how and expertise, and the fact that the industry has the capacity to upgrade and innovate continuously, provides South Africa with a base upon which to leverage long-term and sustained economic development, diversification and
export-oriented growth.

The South African government (DTI, 2007) recognises that the development of domestic technologies based on national innovation capacity can be the most rewarding form of innovation, but acknowledges the difficulties and associated risks. To be innovative, South Africa has to create links between the R&D expertise in government, industry, the universities and public and private research institutions. This is necessary to address the loss of scientific and technological skills owing to a lack of job opportunities in South Africa, as well as the increasing demand for skilled labour internationally.

Several government-funded programmes have been established to support firm-level process and product development. The Support Programme for Industrial Innovation provides funding for the development of manufacturing products and processes. The Innovation Fund provides funding for near-market and end-stage research that will result in new intellectual property, commercial enterprises and the expansion of existing industrial sectors. The Technology and Human Resource for Industry Programme supports partnerships between the private sector, universities and science councils in research projects undertaken for industrial purposes (DTI, 2007).

The government-funded SEDA Godisa Programme promotes dynamic interactions between research institutions, universities and industry to support the development of companies to commercialise R&D outputs. Walker and Minnitt (2006) indicate that there is a general lack of awareness among firms of the incentives introduced by the government to improve their innovative activities, R&D and exports. Many firms also lack the resources and capacity to identify and pursue such assistance. Firms that have benefited from such schemes find the application procedure and eligibility requirements restrictive and time consuming.

Government-funded research institutions that have the infrastructure, laboratories and skilled people required, and that are undertaking global competitive research, have to integrate their services with what is taking place within communities to create dynamic relationships and promote technology transfer.

However, Walker and Minnitt (2006) point out that public research institutions or science councils are no longer perceived by industry to be the primary source for solutions to critical R&D problems or providing skilled employees in the country. Rather, they are regarded as being just another research laboratory or consultancy. Science councils have also undergone significant restructuring in recent years, with their focus shifting from exploratory basic research to product development and commercialisation.

Interaction between science councils and stakeholders has been a problem. The Agricultural Research Council, for example, previously interacted with white farmers, and benefited from the knowledge generated from this interaction, but when apartheid ended it distanced itself from the white farmers without reaching out to black farming communities.

Research collaboration programmes including universities and research institutions throughout South Africa are necessary to encourage interaction and technology transfer between research institutions, universities and industry. Currently, mining companies perceive their primary business to be the extraction, processing and refining of mineral resources for local consumption and export. Engineering service companies see their role in the mineral resource cluster as one of designing, building, installing and integrating the various capabilities and products needed to bring a new project or expansion to fruition.

4.4 Foreign direct investment and infrastructure to support innovation

Speaking at the Southern African Science and Technology Community Workshop on International Partnership in Science and Technology for Economic Development: Africa and Japan, on 28 February 2006 in Tokyo, Japan, Mr Kaname Nakano, Director...
General of the Japan Bank for International Cooperation, pointed out four enabling factors to promote foreign direct investment (FDI) from developed countries to developing countries: namely, the growth potential of a country as a market; the availability of skilled and inexpensive labour; a transparent and stable legal and political system; and the availability of institutional and physical infrastructure to facilitate trade.

In 1997 the African National Congress (ANC, 1997), the ruling party in South Africa, envisaged that the whole world would be positively disposed towards South Africa after the peaceful elections for a democratic government in 1994. It expected that South Africa would get a lot of help from other governments and that they would encourage investment in the country.

These expectations were based on the fact that South Africa had a real democracy with a strong constitution which made the country politically stable. Because South Africa had very good access to the rest of Southern Africa through a well developed rail and harbour system, the ANC also expected that the rest of the world would use South Africa’s harbours to export goods to the Southern African market.

Recently the South African government (DTI, 2007) acknowledges the difficulties with both the price and quality of the infrastructure necessary for trade and development. The efficiency of the basic rail and port infrastructure, and the availability and cost of broadband telecommunications infrastructure, have emerged as major cross-cutting constraints.

Similarly, there is a need for sufficient and cost-effective energy supply via a reliable distribution system. Fixed investment by both the private and public sector has been low, falling well short of the 25% of GDP estimated as necessary to move onto a fundamentally higher growth path. While private investment levels remained fairly constant in the economy, public investment has declined in recent years.

The flow of FDI into South Africa decreased from R42.270 billion in 2005 to -R2.973 billion in 2006. The outflow of capital related to direct investments abroad by South African firms increased markedly from -R5.916 billion in 2005 to -R45.161 billion in 2006. This resulted in a reduction in net direct investment into South Africa from R36.354 billion in 2005 to -R48.134 billion in 2006.

The capital inflows were partly neutralised by foreign investors’ sale of a stake in a cement company to a South African BEE group. The acquisition of foreign firms by platinum-mining and telecommunications companies, as well as the continuing investment abroad by a petrochemical company were responsible for the outflow of capital (South African Reserve Bank, 2007b).

Although the inflow of FDI is desirable for economic growth, the dominance of foreign multinational OEM companies has implications for the development of national innovation capacity. Walker and Minnitt (2006) explain that the dominance of the South African supplier industry by few large multinational OEM companies has significantly weakened the position of the South African small, individual, local suppliers, particularly as there is a greater tendency with foreign multi-national companies to look at parent companies overseas for technical solutions and R&D capacity, rather than collaborating locally. They suggest that OEM firms that are South African by origin tend to tap into available local technology or expertise needed to fulfil a particular order.

The fact that South African firms (e.g. Sasol) are rapidly expanding internationally through the acquisition of brands and production operations should enhance their global competitiveness. It shows that South African multinational firms follow trends similar to those of multinational enterprises from other emerging economies.

South African firms that are expanding internationally are therefore expected to gain direct access to large global markets. International expansion should present them opportunities to generate linkages with existing players in the global economy, initially by producing and selling the products of established multinational companies, and as soon as possible by establishing their own brands and production facilities around the world.

5. Conclusions

This paper was motivated by the need to uncover the implications of an increase of 18.2% in the number of South African enterprises that had technological innovation activities, both product (goods and services) and process innovations, to the South African economy and society in general. From an economic perspective, growth in real domestic expenditure has exceeded growth in real domestic production, which has resulted in high imports, despite rising prices for export commodities.

This confirms the existence of factors limiting the South African national innovation capacity as well as the capability of firms to respond effectively to opportunities presented by both the domestic and global market demands.

From a social perspective it appears that the limited opportunities for the majority of previously disadvantaged black South Africans to acquire education and skills for industrialisation, coupled with their limited participation in the formal economy, restrict the ability of the country to move along an industrialisation path characterised by greater levels of participation in the mainstream economy by historically disadvantaged people and in marginalised regions.

This explains why serious socio-economic problems such as high unemployment and widespread poverty persist in South African society.

The fact that competitiveness in developing countries now depends on factors that used to belong almost exclusively to developed economies, of which technology innovation is a major example, means that innovation policies in developing countries need to support the rise of multinational enterprises from emerging economies. This is important because their global expansion allows them to seize...
opportunities available in the global economy to generate linkages with existing players, initially through OEM contracts, and then to build rapidly on them to establish their own brands and production facilities around the world.

This explains the importance of a national innovation strategy promoting both the outflow of capital and inflow of FDI to build technological innovation capability of firms and contribute to economic growth.

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During the second CPSI Annual Innovation Conference, we posed a number of questions to conference-goers. Using a Communicator keypad, a cellphone-like interactive device, delegates could respond to these questions and then immediately view the results. On average 192 of the 309 delegates answered questions. The 309 delegates represented more than 56 departments, municipalities, NGOs and other institutions.

It should be noted that the answers are not representative of the entire public sector as responses may have been skewed by over-representation of some departments.

Here are some of the questions, and results, with a few points to ponder on.

**On service delivery and responsiveness**

The public sector will encounter serious budget constraints over the short to medium term. Government revenue during the 2009/10 financial year may drop by at least 10%. This comes at a time when government priorities and growing citizen expectations are forcing us to review the quality of our efforts and resultant service delivery outcomes. Many communities are demonstrating their unhappiness with the pace of delivery.

**Q1. Are you convinced that you are making the best use of the resources entrusted to your section – budget, ICT, people, knowledge – in serving the citizens of South Africa?**

*YES - 41% NO - 59%*

The fact that almost 60% of the delegates believe that resources are not optimally used (Q1) means that there is room for improvement and a strong need for innovative thinking. 91% of the delegates agreed that innovation can play an important part in reducing the cost of delivering services.

**Q2. Do you understand the real needs of the citizens that you serve?**

*YES - 67% NO - 9% NOT SURE - 24%*

Although many delegates (67%) believe that they do understand the real needs of the citizens they serve (Q2), only 45% believe we are responding in the best possible way (Q3). Most delegates also believe that they are innovative (83%).

**Q3. Are you convinced that you are responding to these needs in the best possible way?**

*YES - 45% NO - 39% NOT SURE - 16%*

There seems to be a clear disjuncture between knowing the challenges on the one hand, and believing that you are innovative, and acting with an appropriate response. Interestingly, the perception of 75% of the delegates was that citizens are not appropriately engaged in finding solutions (Q4). That raises more questions: If delegates believe that they are in tune with citizens’ needs, but citizens are not actively involved in the development of service delivery programmes, what informs the design of the programme? Or: How can a public servant fully
understand the needs of citizens without consulting them?

Q4. To what extent are citizens currently engaged in the design of service delivery programmes?

**NOT AT ALL - 22%**
**SOMETIMES - 53%**
**A LOT OF THE TIME - 15%**
**ALL THE TIME - 10%**

Perhaps the key to more efficient and effective use of resources, and responding to needs in the best possible way, lies in public servants making a greater effort in finding solutions with citizens (not for them).

Sadly many delegates described the public sector as “rigid”, “bureaucratic”, “rank conscious” and “lazy”. These words are not characteristic of an environment conducive to cultivating innovation. Perhaps it is equally important for us as public servants to transcend the confines of the bureaucracy, to step out of the ivory towers, not to plan around our own comforts but to regain our compassion for those we serve and our passion for building this country.

On innovation management

There is a clear need for innovation, not only to improve efficiency and effectiveness but also to continuously improve the quality and quantity of services rendered. It is thus a major concern that only 19% of the departments and organisations represented at the conference have some form of Innovation Strategy (Q5), indicating that innovation is not yet recognised in these entities as a strategic matter.

**Q5. Does your institution have an Innovation Management Strategy?**
**YES - 19%**
**NO - 81%**

Despite the general absence of innovation management strategies, some organisations (38%) are allowing smart risk taking (that is, acknowledging that some of our new solutions may fail but that we should learn from these failures).

Almost exactly the same number of delegates (37%) indicated that their organisations are committing resources to innovation (Q6). Although still a relatively small percentage, it is a positive sign of a growing awareness of the importance of innovation.

**Q6. Is your organisation committed to the provision of time and resources to explore new possibilities?**
**YES - 37%**
**NO - 63%**

Conclusion

Although it was not a scientific study, the use of the Communicator facilitated an informal “peer review” amongst delegates and the answers led to good coffee break discussions. For the first time delegates could not only listen to inputs made by presenters, but could also position themselves and their organisation relative to other delegates and their organisation.

Delegates were honest about the challenges that they face. Their answers also demonstrated that they have a good understanding of what is needed to address these challenges.

Many other questions were posed, some relating to specific presentations made. It allowed conference organisers to immediately assess the response to a particular presentation or on a specific subject without the need for delegates to complete cumbersome post-conference evaluation sheets.

We trust that the conference empowered delegates to return to their work environment and start effecting changes towards creating innovative public institutions.
Ernst Hustaedt of the German development agency GTZ, explains the company’s role in service delivery and discusses innovations to help reform the public sector.

GTZ is the German implementing agency for Technical Cooperation. It is federally owned and supports the German government in achieving its development policy objectives. The German Federal Ministry for Economic Cooperation and Development (BMZ) is its major client.

The company also operates on behalf of other German ministries, the governments of other countries and international clients, such as the European Commission, the United Nations and the World Bank, as well as on behalf of private enterprises. GTZ works on a public-benefit basis. All surpluses generated are channeled back into its own international cooperation projects for sustainable development.

In South Africa, GTZ was tasked with coordinating the priority area of good governance. In this area, GTZ works together with the Department of Public Service and Administration (DPSA), the Presidency, the Public Administration Leadership and Management Academy (PALAMA), the Department of Justice and the independent Public Service Commission (PSC).

The joint programme focuses in particular on the provinces of Mpumalanga and Eastern Cape, which are being supported in cooperation with the federal German states of North Rhine-Westphalia and Lower Saxony. The programme is scheduled to run up to 2018 and has the following components:
- improving service delivery;
- administrative procedure law;
- fighting corruption;
- improving human resources management and staff training; and
- strengthening the centre of government – monitoring and evaluation policy and system development.

Who is responsible?
The German Ministry for the Interior is the lead ministry for public sector and administrative reforms. The main steering body to discuss and decide on modernisation measures is the Interministerial Committee for Organisational Matters.

In addition, the Federal Administration and with it, administrative reforms, are influenced to a significant degree by the departmental and collegial principle (article 65 of the Basic Law).

The departmental principle results in a marked competency orientation in the thinking and action, e.g. each policy or government initiative is prepared and decided upon in the responsible unit of a particular ministry. The role of the Chancellor in this regard is limited to set policy guidelines; however, she has the right to take final decisions (Richtlinienkompetenz).

Framework conditions
The following framework conditions triggered administrative reforms and innovations in Germany:

Coalition Agreement (11.11.2005)
“Our modern state needs an innovative, capable and efficient administration. Through the introduction of central IT-based procedures for the most important government services for business and the general public (e-government), we intend to play a leading role in bringing about innovative and cost-cutting administration.”

Cabinet decisions
The coalition agreement has been followed by three cabinet decisions – in April 2006, in September 2006, in February 2007 and finally in March 2008:
- Programme “Bureaucracy Reduction and Better Regulation” (25.04.2006);
- Measuring the costs of bureaucracy; Judicial Review (Regulatory Impact Assessments) Council; getting rid of unnecessary bureaucracy;
Public service challenges

Despite the efforts of the government to introduce public sector reforms and innovations, public sector is facing challenges regarding the implementation of the planned reforms. Therefore the following principles are decisive and have to be applied when introducing public sector reforms:

The public sector is and must be a hierarchical organisation. The public sector is not driven and influenced by markets but by elected and thus accountable politicians. The public sector must furthermore be guided by constitutionally enshrined rules and regulations.

Moreover, for the public sector to be innovative, compliance has to be balanced with innovation. Policy departments have to reduce complex approaches in order to guarantee a smooth workflow. Verifying this, service delivery departments must use the “space” the laws and regulations provide to maneuver in order to react in a flexible and dynamic way.

Successful implementations of innovation have to be communicated. Therefore exchange of experience and information is most important and knowledge sharing is the key for an innovative change. Thus, talk about your success – “sell it”!

Leadership, human resource and organisational culture

In order to address bottlenecks in the public sector, the German government’s cross-departmental modernisation programme “Focused on the Future: Innovations for Administrations” focuses on four areas: human resources, management, organisation and e-government.

Both leadership and an organisational culture are crucial elements for a public sector in order to be innovative. It is first and foremost the leader who is the driver of the team and with it also the innovations. Thus, without the buy-in from management, innovations are unlikely to take place.

Rather than giving performance incentives for individuals, performance incentives for the whole team should be introduced in order to promote and encourage cooperation. Beyond this, reward staff that go the “extra mile”.

To guarantee a smooth workflow, complex operational procedures have to be reduced and practical solutions have to be drawn on, even though they seem unconventional at first sight. In this regard, balance risk with innovation/ performance – give and at the same time limit room for “risk taking”.

Leadership: How to respond to and include staff members – suggestions

The following objectives and advice should be taken seriously in order to guarantee a strong and sound leadership through the promotion of the team:

Innovation and creativity

“I ask my staff to express opinions and new ideas!”

“I reflect regularly on how to improve our processes and services.”

Ability to manage conflicts

“I express my opinion when I engage with superiors and staff!”

“I am open to new arguments and can be persuaded by my colleagues, staff and superiors.”

“I am open to criticism, even from my staff members.”

Openness and ability to learn

“If things do not work, I try to find the reason.”

“I am flexible enough to change my post and area of responsibility from time to time.”

“I try to improve my knowledge and the knowledge of my staff members.”

Responsibility and self-management

“I take responsibility for my work and its results.”

“I ensure the quality of my work.”

“I keep deadlines.”

Leadership impact

“I give my staff room to maneuver and take decisions.”

“I acknowledge good results and challenge mediocrities.”

“I try to be a role model for my staff members.”

Dedication

“I accept decisions taken and communicate them to my unit.”

“I take care of my staff members in respect of well-being.”

“I am authentic: I do what I preach and I preach what I do.”

How? – idea-generation workshops

Idea-generation workshops provide the opportunity to sit down with the staff of the unit and identify problems. Such a platform is important to grant the staff and other people involved in the innovation process the opportunity to voice and speak out. The workshop should be tailored to find realistic and implementable solutions. These results should then be communicated.

In Germany, at end of October 2008, the first Conference of Ideas for the public administration took place. Over 120 idea-managers from the federal and the state (Land) Government as well as from the economy took part in the first conference which was hosted by the Ministry of the Interior in cooperation with the German Institute for Business Administration.

Representatives of the German armed forces, the federal police as well as the Federal Office of Civilian Service presented their best practice examples. Executive and idea managers from large-scale enterprises and from one professional association exchanged their experience and presented successful models of idea management.
In Mauritius there are 80,000 public officers employed in 22 ministries, 58 departments, local authorities, municipalities and district councils, and 90 parastatal bodies. The secretary to cabinet is the head of the civil service and has overall responsibility for the proper functioning of a non-partisan and professional civil service which serves the government of the day.

The overall vision of the government is to develop Mauritius into a modern nation, enhance its competitiveness in the global market and improve the quality of life of the people. The Ministry of Civil Service and Administrative Reforms further expands on that with its own vision “to create a modern and efficient public sector to achieve excellence in the delivery of public services and to ensure good governance.”

The ministry’s mission is to spearhead administrative reforms so as to enable the delivery of quality and timely services to the public.

In the public sector of Mauritius there is a culture of ethics:
- The Code of Ethics was published in January 2000 and launched on 3 May 2007. This code sets out standards of correct conduct expected of public officers.
- The Code of Ethics for Public Officers has been published in the form of a poster and has been widely distributed in all ministries and departments.
- Mauritius has a Muda Free Public Service Programme which is based on the Japanese concept of Gemba Kaizen. It aims to instill and consolidate a quality culture within the public sector by identifying, reducing and eliminating non-value-adding activities and improving the work environment and work processes. There is also a commitment to quality and customer care:
  - There is a written commitment by ministries and departments promising to deliver services to their customers/clients according to predetermined quality standards.
  - A Customer Charter exists as an ideal tool to cut down on “red tape” as all parameters and requirements needed to qualify for and benefit from a particular service are clearly spelt out, along with the time frame within which the service will be delivered.
  - ISO principles are applied to government processes to ensure standardised work processes; to revisit and reengineer existing practices by streamlining procedures; to guarantee transparency in all transactions; to enhance team spirit among colleagues; and to consolidation of the quality of culture in organizations.

The Mauritian government also has

FACTS ABOUT THE REPUBLIC OF MAURITIUS

* Became independent on 12 March 1968.
* Has population of 1.25 million.
* Life expectancy is 72 years.
* GDP is equal to $6.6 billion.
* GDP growth is 5% annually.
* Income per capita is MUR165 000 ($5 297).
* Adult literacy rate is 85%.

The Principal Assistant Secretary in Mauritius, Ashis Kumar Hoolass, explains administrative reforms to the civil service in his country.
an e-government initiative whereby a government online centre is operational and provides online information and services (such as forms) to customers round the clock.

The use of e-mail is being encouraged. E-mail facilities are being offered to officers from the rank of executive officer and all officers have access to the internet.

Ministries and departments have been requested to set up reforms units which are aimed at improving the processes and procedures, with a focus on efficiency, effectiveness and the provision of quality service to citizens.

In 2006 under the chairmanship of the Secretary to Cabinet and Head of Civil Service, the Public Sector Reforms Steering Committee was set up with the responsibility to implement, monitor and coordinate reform initiatives in the public sector.

In October 2006 Mauritius implemented Public Service Excellence Awards “to encourage innovation and excellence in the delivery of government services and to honour and recognise those units/divisions/departments that have excelled in adopting innovative approaches in the management and service delivery of their organisations”.

As the late Margaret Chase Smith, a former senator in the United States government, said: “My creed is that public sector must be more than doing a job efficiently and honestly. It must be a complete dedication to the people and to the nation with full recognition that every human being is entitled to courtesy and consideration, that constructive criticism is not only to be expected but sought, that smears are not only to be expected but fought, that honour is to be earned, not bought.”

Citizens of Port Louis, Mauritius.
public sector excellence

The months of March and April in the Western Cape and KwaZulu-Natal saw excellence being rewarded in the two provinces with numerous government departments and local governments being rewarded for putting people first in the quest for public sector delivery.

Ugu District Municipality received a gold award from the premier of KZN for being the best-performing municipality which has managed to spend 100% of its Municipal Infrastructure Grant allocation in the 2008/09 financial year.

Environmental Empowerment and Sustainable Livelihoods is a Department of Agriculture and Environmental Affairs initiative demonstrating the implementation of Batho Pele principles. The project received a silver award for service excellence. The environmental component goes into communities to empower people with information on how to use the environment in a sustainable way. The existing traditional knowledge systems are used as a basis to teach people to use the environment in a sustainable way.

Another Silver Award went to the Estcourt District Hospital which prides itself on the “culture of care”. This culture is translated into a help desk of services available, sign language communication capabilities of the staff and support to those who live with HIV and AIDS.

Ukhahlamba Region also received a silver award for service excellence. The region put sport and recreation on another level – they have introduced a Rural Horse Riding Project and Learn and Play projects for the pre-schools.

A bronze award went to Durban Regional Office of the Department of Transport that has adopted a concept of “one-stop shop” where all customer needs in the taxi and freight industries are addressed at one central point: registration and licensing of vehicles and drivers; regulation of traffic on public roads; and maintenance and implementation of road safety campaigns.

Bronze number two went to Ilembe District Office for uMzokhulayo Primary School where Grade R as well as ABET classes have been introduced. This district office was piloted as a model district by the national Department of Education.

Ethekwini Region, Department of Public Works, also won another a bronze for, among others, performing client survey analysis and a number of poverty alleviation skills creation projects.

Bronze number four went to the KwaDukuza Service Office, Department of Social Development, for its campaigns and projects on vulnerable members of communities and those affected by HIV and AIDS.

Yet another bronze went to the Assurance Services Business Unit, KZN Provincial Treasury. The unit assists departments with PFMA and does performance audits as well as assurance audits.

Three certificates of commendation went to the Provincial Library Services Internet at Your Library of the Department of Arts, Culture and Tourism for supplying computers to libraries. The second beneficiary was Integrated Planning Directorate of Housing Department for developing Housing Sector Plans. While the third recipient of the certificate was the Community Policing Directorate: Thathulwazi Project in the Department of Community Safety and Liaison for capacitating the CPFs in the province.

I know that civil servants (like politicians) are often criticised when things go wrong. Sometimes this criticism is warranted. Other times there have been compelling reasons for glitches in service delivery.

“But to Mr Bassadien of Lentegeur, to Ms Madikizela of Khayelitsha, to Mrs Jones of Knysna and to Mr Baartjies of Beaufort West, excuses will always be, well, unforgivable. They expect tip-top service delivery all the time. And they’re right.

“I am all for renewal for doing things differently before it becomes absolutely necessary to look for new ways to provide the people with their needs. And so I would like to wish you well in your search for innovation and in your thrust for ‘integrated service delivery’.

“I would like to congratulate the seven finalists from the Department of Health (three), the Department of Community Safety (one), the Education Department (one), the Department of Agriculture (one), and the Department of the Premier (one). I’m sure that those of you who have taken the time to view the DVD of why the finalists were chosen will agree that the adjudication panel had an extremely difficult job. They’ve had to agonise over a series of excellent projects.”
The Centre for Public Service Innovation (CPSI) Annual Public Sector Innovation Awards

**Questions to consider:***
- Have you successfully decreased waiting times for documents to citizens?
- Have you introduced technology that has improved delivery of services to citizens?
- Have you reduced the number of steps needed to receive a service?
- Do your back-office systems provide auditable and efficient services to citizens?
- Have you partnered with private sectors to increase access to services for citizens?
- Have you introduced technology that has improved delivery of services to citizens?
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SUBMISSION FORM

SECTION 1

1. Name of organization/entrant:________________________________________________________

2. Type of entity: _________________________________________________________________

3. Name of project being entered:_____________________________________________________

4. Award category in which project is being entered: (Tick one only)
   □ Innovative partnership in service delivery (private sector and government; NGOs/CBOs, government to government)
   □ Innovative use of Information Communication Technology (ITC) for effective service delivery
   □ Innovative service delivery institutions (e.g. schools, hospitals, clinics, courts and police stations)
   □ Innovative enhancements of internal systems within government
   □ Innovative service delivery projects involving the SA government in partnership with other African governments
     (projects must benefit South Africans and enhance the NEPAD goals)

5. Province: (where the project is based)
   □ Eastern Cape    □ Northern Cape
   □ Free State      □ Western Cape
   □ Gauteng        □ Limpopo
   □ KZN           □ Mpumalanga
   □ Other (please specify)____________________________________________________________

6. Sphere of government:
   □ National
   □ Provincial
   □ Local
   □ Other (please specify)____________________________________________________________

SECTION 2

1. Name of Contact Person:__________________________________________________________

2. Department:_____________________________________________________________________

3. Postal address:__________________________________________________________

4. Physical address:___________________________________________________________

5. Email:________________________________________________________________________

6. Phone:________________________________________________________________________

7. Fax:__________________________________________________________________________

8. Mobile:________________________________________________________________________

SIGNATURE OF APPLICANT/S

I / We agree to adhere to the rules of the CPSI Public Sector Innovation Awards.

Full name:________________________________________________________________________

Signature:________________________________________________________________________

Date: ____________________________________________________________________________
Government Employees Pension Fund was established according to the Government Employees Pension Law, Proclamation 21 of 1996 to make provision for the payment of pensions and certain other benefits to government employees and those working in certain state bodies and institutions, and to the spouses, dependants or nominees of such employees in the event of their death. In terms of the Income Tax Act, the Fund is classified as a Fund established by law.

GEFP was formed by consolidating the Funds of the former TBVC (Transkei, Bophuthatswana, Venda, Ciskei) states, self-governing states and various other funds, including the Government Service Pension Fund. The GEPF’s core functions include member admissions, contribution collections, members roll maintenance, withdrawals (exits) and benefit payments, and the investment of all the Fund’s assets to match future liabilities. The GEPF administration also administers benefits on behalf of National Treasury, including medical subsidies, special pensions, military pensions and other sundry benefits.

The Government-owned PIC manages the investments of the GEPF’s surplus funds, which comprise 92.3% (2006: 92.3%) of the total investments under the administration of the PIC. The Fund currently boasts of about 1.4 million active members and over 380 000 pensioners on the database. With a total assets value at R702 billion, the Fund is currently ranked the sixth largest pension fund in the world and the biggest in Africa.

What is Government Employees Pension Fund?

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GEPF remains committed to keeping you informed.
**GEPF is a defined benefit Fund?**

GEPF is a defined benefit pension fund where payable benefits are defined according to the formulae set out in the rules. Benefits are thus guaranteed and not dependent on the investment returns of the Fund, neither on the level of employer contributions. The GEPF offers all members of the Fund the benefit payable will always be paid despite economic conditions or fluctuations in investment returns.

**How is the Fund managed?**

The Fund is managed by the Board of Trustees which consists of 16 members.

**The eight employee representatives**

- One pensioner member, who is voted onto the Board by fellow pensioners in a fair, independent election process.
- One person elected by members employed by the uniformed services.
- Six employees elected by the labour representatives on the Public Service Co-ordinating Bargaining Council.

**Eight employer representatives**

Designated by the responsible Minister, at least one of whom must have expertise (in the opinion of the Minister) in the following:

(i) Financial management and investments; and/or
(ii) The management and organisation of pension funds in general including a pensioner-elected member.
- The term of office of the Board of Trustees is, four years.

**Who qualifies as a contributor?**

All employees of Government are required to become members of the GEPF, provided that they are not required by law to belong to another pension fund or excluded from membership of the fund. The Fund membership will only cease upon retirement, resignation, discharge or death.

**How much do a member and employer contribute?**

- A member contributes an amount equal to 7.5% of his/her monthly pensionable salary into the Fund every month.
- The employer’s contribution rate is set at 13% for members not wearing a uniform, and 16% for those wearing a uniform.

**Can a member nominate a beneficiary/ies?**

A member is allowed to nominate beneficiaries to either receive gratuity payments (if applicable) on death as a pensioner. Please note that the Board of Trustees reserves the discretion whether to pay in accordance with the wish of the contributor/member.

Beneficiaries are either dependants and/or nominees. They are people who can receive a gratuity payment from your pension after your death. They can be:

- A relative
- A person not related to a member
- Minor children
- A registered entity, such as a charity

NB: Beneficiaries can only receive the gratuity payment, not an annuity. nomination is done by completing a WP 1002 form and submitting it to the GEPF or the employer.

**Can a member be allowed to take a loan from GEPF?**

Currently the GEP Law does not allow for members to borrow or take a loan against their contributions.

**Portfolio of benefits**

- Retirement benefits
- Resignation benefits
- Death benefits
- Spouse’s annuity
- Orphan’s annuity
- Funeral Benefits

**Payment of benefits**

The Fund will only pay upon:

- Resignation – voluntarily, due to misconduct and ill-health
- Discharge – due to ill-health, post abolished, presidential/premier appointment, early retirement, ill-health of injury on duty
- Retirement – normal retirement, early retirement with permission from employer, own choice with penalties, own choice for teachers with vested rights, contract expires
- Death – with dependants or without dependants
The GEPF has recently launched a new programme called Quality Programme for Information and Data (QPID). The programme aims to improve the quality of information GEPF has about its pensioners and active members. This will result in better, faster service because good-quality information reduces delays and errors in paying out benefits.

QPID was officially launched on 22 January 2009 by GEPF Chief Executive Officer, Mr Phineas Tjie as part of the GEPF’s strategic plan to provide exceptional service to its stakeholders.

The better the quality of information the GEPF has about its pensioners and members, the better the quality of service can be provided. Improved member information will amongst others:

- Minimise delays in paying out benefits
- Reduce the incidence of incorrect payments being made
- Improve our communication with pensioners and active members.

QPID is expected to correct many of the problems currently experienced with pensioner and member information. With more than 330 000 pensioners and over 1.4 million active members, it is a major challenge for the GEPF to keep its clients information relevant and up to date. To make sure that GEPF has the best possible information, the QPID team has identified all pensioners and members whose personal information is outdated or incomplete. The next step is to make direct contact with these pensioners and members through the GEPF contact centre.

Pensioners and active members are urged to help to verify their personal details. Better information on GEPF database will ensure improvement in delivering quality service.

There are 11 critical pieces of information that the GEPF needs to have about each member and pensioner. This information consists of each person’s:

- Surname
- Initials
- Full name
- Pension number
- ID number
- Date of birth
- Gender
- Tax number
- Postal address
- Telephone number
- Cell phone number

How to contact us

**Head Office**
Government Employees Pension Fund
34 Hamilton Street, Arcadia, Pretoria
Postal Address: Private Bag X63, Pretoria, 0001
Fax: (012) 326 2507
Toll-free line
Tel: 0800 117 669
www.gepf.co.za
www.gepf.gov.za

**Mafikeng Office**
Mmabatho, Mega City
(Ground floor, Entrance 4)
Toll-free line: 0800 117 669

**Polokwane Office**
87(a) Bok Street,
Polokwane
Tel: 0800 117 669

**Bisho Office**
Shop No. 12
Global Life Building, Circular Drive,
Bisho
Tel: 0800 117 669

**Cape Town Office**
No 1 Thibault Square
(21st floor)
Toll-free line: 0800 117 669

**Nelspruit Office**
32 Bell Street,
(21st floor)
Toll-free line: 0800 117 669

**Bloemfontein Office**
LO 2 President
Brand Street
Toll-free line: 0800 117 669

**Pietermaritzburg Office**
Brasfort House
(3rd floor)
262 Langalibalele Street,
Toll-free line: 0800 117 669

**NB:** Please take note that toll-free numbers, as listed in all Regional Offices, are routed to the GEPF Call Centre at Head Office in Pretoria. Regional offices are Walk-in Centres that Members/pensioners can visit during office hours.
his little booklet has been long in the making. The first draft was tabled at the inaugural conference on Public Sector Innovation hosted by the CPSI. The Pocket Guide to Innovation in the South African Public Sector metaphorised over the next 12 months to become a document that is user friendly both in terms of content and layout.

In his foreword to the booklet, Minister for Public Service and Administration, Richard Baloyi, says: “…the Centre for Public Service Innovation was established within my ministry to strategically facilitate, advocate for and champion innovation in the public sector.

“As we have realised, there is a compelling need for our government to find innovative ways to respond efficiently and effectively to the needs of our people. The CPSI has been mandated to partner with public sector organisations in identifying innovative solutions and developing an environment that supports implementation and sustainability of innovations.

“Aligned to its mandate, the CPSI was tasked to develop this pocket guide for use by public servants at all levels, and other stakeholders working towards achieving the ideals of a better life for all. It is my hope that this document will empower its readers with appropriate tools, ideas and knowledge on how to harness innovation to fulfil their mandates…”

The CEO of the CPSI, Thuli Radebe, says the pocket guide is “made available as a tool that can assist in the unlocking of innovation in the public sector and that can facilitate the creation of an enabling environment for innovative service delivery to flourish”.

The content of the booklet is diverse, informative and interesting. It serves as a guide to support all who are committed to the inculcation and entrenchment of the culture and practice of innovation in public institutions.

Public servants at all levels are offered guidance and tips on how to be innovative in dealing with problems and crises as well as in exploring opportunities in the public sector for enhanced service delivery.

This guide therefore encourages public servants to:
• find innovative ways that ensure enhanced and maximised accessibility of government services;
• innovatively attend to citizen’s needs; and
• meet and exceed service standards.

The pocket guide has been hailed as: “… a must read for public sector and local government managers and officials in order to support innovation in their respective departments and units”, Ernst Hustaedt – GTZ Programme Manager: Public Service Reform.

A similar endorsement of the booklet came from the private sector organisation, Cida City Campus, in Johannesburg: “Wow! What an insightful, energising and captivating innovation guide to the South African public sector. Without doubt this guide is the most appropriate response to the legislative imperative that the Minister for Public Service and Administration has, in terms of the Public Service Act (as amended), which is the ‘responsibility for the establishing the norms and standards relating to transformation, reforms, innovation and any other matter to improve the effectiveness and efficiency of the public sector and its service delivery to the public’”, said Sandile Ndlungwane, co-founder of Cida City Campus.

A must-read indeed if you have intentions to implement innovation in the public sector!

Download the pocket guide from www.cpsi.co.za
Centre for Public Service Innovation
Commemorates the 53rd anniversary of the Women's March

53rd anniversary

Together empowering women for Development and Gender Equality

"To change the lives of women and to achieve our goals as a nation we must also ensure that women participate in every sphere of the economic and political life of our country."

- Former President Nelson Mandela at the Symposium for World's Rural Women's Day in Umtata 15-10-98